

Quest 2018 – Directional Review

Unannounced Review

Issue 2 - January 2019



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, social media links, feedback/enquiry opportunities, up to date and easy to navigate – Scoring Banding

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

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

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 (including bins, cycle storage, signage) – Scoring Yes/ No/NA

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Litter free
- Bins
- Barriers working
- Lines clear
- Adequate Signage
- Adequate lighting to car parks which is well maintained

Directional Review Guidance

Guidance Notes

- Car parking surfaces all in good order
- CCTV including data holder information
- Cycle storage close to the Centre
- Adequate racks

Car Park – Easy to park (spaces available), disabled parking provision appropriately positioned and space available – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

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

Building – External presentation and maintenance – Scoring Banding

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

Reception – Welcoming, appearance and access – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Reception area clean, tidy and well decorated
- Leaflets and information well displayed and available
- Suitable disabled access to include doors, rails, ramps and appropriately marked steps where provided
- Front doors easy to identify and navigate

Reception – Service, staff interaction and appearance – Scoring Banding

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

Reception – Information clearly displayed including admission policy, signage and DEC – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Receptionist friendly, helpful, professional and knowledgeable
- Apologetic if customers are kept waiting
- Deal with comments and complaints professionally
- Is there a child admission policy that is displayed and conveyed
- Are the centre rules clearly displayed and conveyed
- Concessions for junior, disabled, seniors, leisure card, young persons, corporate, unemployed, GP

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Guidance Notes

referrals etc

- Is there a DEC 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)
 - Is it reviewed every 12 months (every 10 years for buildings with a total useful floor area over 250m² but under 1,000 m²)
 - Is there any 'story' attached to demonstrate reasons for any increase & / or decrease in DEC score

WHOLE BUILDING

Whole Building – Accessibility for disabled customers – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Low level counter for disabled users
- Minicom system / hearing loop available
- Doors / turnstiles
- Accessible toilets / changing rooms
- Lifts – working (alternative arrangements if lifts are broken)
- Access to activities for example pool hoist, fitness equipment
- Facilities for families, children, baby changing, play pen, baby seats

Whole Building – Staff levels, interaction & approach – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Are all Staff friendly and helpful
- Is there a welcoming atmosphere within the Centre
- Is eye contact made by Staff
- Do Staff engage in conversation
- Are Staff serving customers with a smile
- Do Lifeguards interact positively explaining things 'to do', not just policing what customers 'can't do'
- Do Staff make customers feel valued and important
- Are there enough Staff on duty to deliver an excellent service
- Do Staff have time to interact with customers
- In the event of customer queries, are there Staff available to assist
- Can Staff react to impromptu demands on their time
- Are telephones answered swiftly
- Is litter picked up frequently, are tables in seated areas cleared swiftly
- Are all areas staffed as stated, for example the Gym floor, Reception

Whole Building - Access control – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Well managed access control at Reception
- Facility Areas have sufficient access control / supervision

Whole Building - Directional signage, CCTV and safety signage – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Signage is clear with a recognisable format and font for ease of understanding
- Has a signage audit been carried out to include not just safety but directional signage too
- Is there clear and effective safety signage in place, for example no diving, depth signage, no unauthorised access, hot water, drinking water, no violence towards staff
- Mandatory advice
- Warning signage
- Information signage
- CCTV signage in place
- Is the photographic policy clearly displayed around the building

Whole Building – High standards of cleaning and housekeeping – Scoring Banding

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Guidance Notes

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Clean and tidy building
- Deep cleaning
- High level cleaning
- Toilets and changing rooms clean and hygienic
- Floor tiles clean and free from scale including grouting
- Shower tiles clean and free from scale including grouting
- Drains clean and well maintained
- Lockers clean externally and internally
- Ventilation extracts and ceiling tiles where fitted clean
- Toilets clean and free from odour with suitable quantities of hygiene products provided
- Resources were capable of cleaning after bookings such as football pitch bookings, school swimming
- Bins clean and not overflowing
- Is there sufficient numbers of bins
- Chemicals are not left unsupervised
- Is the management of trailing cables in place
- Is equipment safely and appropriately stored
- Are staff only areas locked
- Are there any fall, trip or slip hazards evident
- Access around circulation and activity areas safe

Whole Building – Well maintained – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Out of order equipment is well managed
- Equipment is well maintained
- Equipment is PAT tested

Whole Building – Environmental conditions and management – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Temperature and lighting are suitable for the activities taking place
- Is environmental management information displayed
- Are energy saving devices evident / promoted
- Is there a commitment to the environment displayed for example is recycling clearly evident
- Are lighting levels appropriate
- Are lights turned off in areas not in use

Whole Building – Customer Information (e.g. timetables, access policies, promotions, noticeboards) – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Customer charter/ pledge
- Rules and prohibition signage, for example child admission policy, codes of conduct, photograph policy
- Branding / corporate image for all marketing media
- Marketing Material, such as timetables and promotions – in date, accurate and in a range of formats
- Notice boards have headers and are neat and tidy
- Internal Signage consistent and clear and effective and portrays a corporate image

DMs - Equipment is stored appropriately (safely, tidily, to prolong shelf life, store plans in place) – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Storage plans (floor layouts, shelving, space allocation etc)
- Attention to detail, tidiness, housekeeping, systematic approach

Whole Building – Activity programme encourages participation – Scoring Banding

Directional Review Guidance

Guidance Notes

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

CHANGING ROOMS & TOILETS

All facilities in working order and sufficient including showers, toilets, hooks, lockers and hair dryers etc – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Adequate locker provision (percentage of total number of lockers not working below 5%)
- Adequate changing and sufficient showers which are pre-set to a sensible temperature
- Changing room area warm and appropriately ventilated
- Hair dryers and hand dryers provided and appear safe in design and operation
- Where cubicles are provided are these in good working order and well maintained in all respects
- Bins for nappies and sanitary waste in place and not overflowing
- Consumables in place, for example toilet paper and soap
- Baby changing and toddler chairs in place (accessible to both male and female)

SWIMMING POOL

Swimming Pool - Lifeguard behaviour & appearance – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Changeover well executed
- Alert and vigilant
- Following rules
- Whistles
- Appropriate uniform
- 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 – Scoring Yes/ No

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 – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

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

Fitness Facilities - Equipment (in working order, plenty of variety, sufficient and accessible) – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

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

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Guidance Notes

- In working order
- Accessible for all users

DRYSIDE FACILITY AREAS (INDOOR & OUTDOOR)

Dryside - Equipment (in working order and sufficient) – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Well presented, well maintained and safely erected equipment
- Good variety for all types of users
- In working order
- Sufficient to meet the needs of the programme

FOOD & BEVERAGE

F&B – Allergens information and hygiene rating promoted – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is there food labelling and warning signage about allergens obvious to customers
- The food hygiene rating is displayed:
 - 5* - excellent
 - 4* - good
 - 3* - satisfactory
 - 2* or 1* - unsatisfactory

F&B - The menu gives opportunity to purchase healthy food and a variety of options – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Promotion of healthy options
- Is there any evidence of including the health improvement outcomes of the health sector e.g. 5-a-day
- Is there a variety of healthy eating options available

F&B - The food produced is of a good quality and is well presented – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Whilst quality is subjective, are different food-type options available (white or brown bread, caffeinated or decaffeinated coffee etc)
- Cutlery and crockery clean
- Serviettes readily available
- Food on display looks appetising and well presented
- Is there a best before/ or use by date process in place
- Is all food correctly labelled and in date

F&B – Staff standards – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Uniform
- Personal Hygiene

F&B – Vending - a suitable range, well-maintained, filled and healthy alternatives available – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Are vending lines full
- Is there a stock control system in place
- Is stock rotation deployed
- Is there a procedure for 'Best Before' dates, including stock rotation
- Is change given in the vending machines
- Are the hot drinks machine(s) cleaned
- Is there a cleaning regime to ensure hygiene of all machines

<h3>Section 2 – Review of Duty Management</h3>
<p>COMPLIANCE DECLARATION (only 50% will be assessed at random)</p>
<p>H&S DEC - Health and Safety Policy Statement – Scoring Yes/ No</p>
<p>EXAMPLES OF BEST PRACTICE</p> <p>The health and safety policy statement should be signed by the person within the organisation responsible for health and safety.</p> <ul style="list-style-type: none"> • 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
<p>Employers and Public Liability Insurance Certificate – Scoring Yes/ No</p>
<p>EXAMPLES OF BEST PRACTICE</p> <ul style="list-style-type: none"> • The organisation should ensure that current insurance certificates for Employer and Public liability are in place.
<p>Fixed Electrical Installation Inspection Certificate – Scoring Yes/ No</p>
<p>EXAMPLES OF BEST PRACTICE</p> <p>A Fixed wiring periodic inspection and test (17th edition) should be carried out in accordance with the ‘Electricity at Work Act 1989’ and ‘Requirements for Electrical Installations (IEE Wiring Regulations [17th Edition] BS 7671)’ with records maintained on site:</p> <ul style="list-style-type: none"> • Annually for swimming pools and fire alarm insulation • Three yearly for other leisure facilities, theatres and emergency lighting insulation • Five yearly for the village halls & community centres, residential accommodation, offices and educational establishments <p>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.</p> <p>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)</p> <p>** Operators should liaise with their Insurance Company and local licensing authority in relation to Licence Premises to ensure their timescales are met</p>
<p>Risk Assessments – Scoring Yes/ No</p>
<p>EXAMPLES OF BEST PRACTICE</p> <p>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:</p> <ul style="list-style-type: none"> • 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
<p>Fire Risk Assessment (Site-Specific) – Scoring Yes/ No</p>
<p>EXAMPLES OF BEST PRACTICE</p> <p>A fire risk assessment should be carried out by a competent person and recorded in accordance with</p>

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Guidance Notes

'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 – Scoring Yes/ 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
- 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 – Scoring Yes/ 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

Asbestos Survey / Register – Scoring Yes/ 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

Fire Alarm Test Certificate and Service Records – Scoring Yes/ No

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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

Legionella Risk Assessment – Scoring Yes/ No

EXAMPLES OF BEST PRACTICE

A Legionella risk assessment should be carried out by a competent person and recorded in accordance with 'Legionella L8' and available to all staff. It should contain responsibilities (duty holders) and recommendations to reduce the risk of an outbreak which may include:

- Flushes of underused outlets
- Water temperature checks (less than 20° centigrade for cold, more than 50° for hot)
- Calorifier temperature checks
- Microbiological water tests
- Shower heads descaling
- Chlorination regime
- Tank inspections
- Detailed/accurate schematic drawings of all hot and cold domestic water services

The above inspections/ tests should be carried out, recorded and records maintained on site.

The risk assessment must be formally reviewed regularly and specifically whenever there is reason to suspect it is no longer valid. An indication of when to review the assessment and what to consider should be recorded in the current risk assessment. This may result from and include:

- Changes to the water system or its use
- Changes to the use of the building in which the water system is installed
- The availability of new information about risks or control measures
- The results of checks indicating that control measures are no longer effective
- Changes to key personnel
- A case of Legionnaires' disease/legionellosis associated with the system

Gas Boiler Service Records – Scoring Yes/ 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 – Scoring Yes/ No

EXAMPLES OF BEST PRACTICE

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

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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

TEAM

Staff Qualifications, Induction & Training Records (Sample 3)– Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- First Aider on shift qualifications up to date
- Operational mandatory staff qualifications up to date
- Comprehensive inductions (& induction refreshers) have taken place
- 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**

DMs - There are effective methods of communication between Management in place – Scoring Banding

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

Staff rotas comply with the Working Time Regulations – Scoring Yes/ No

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 – Scoring Yes/ No

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 – Scoring Yes/ No

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

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Guidance Notes

- Processes are in place to regularly review and update the safeguarding policy and procedures

POLICIES AND PLANNING

DMs - There is a business plan linked to corporate objectives and targets are known – Scoring Banding

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 – Procedures are in place to set out the standards and responsibilities in all departments – Scoring Banding

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 – Scoring Yes/ No

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

FACILITY STANDARDS

DMs - COSHH data and assessment sheets are in place for cleaning chemicals (Sample 3 Chemicals) – Scoring Yes/ No

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 cleaning programmes, COSHH and PPE – (Sample 3 relevant staff) – Scoring Yes/ No

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 equipment and chemical segregated – Scoring Yes/ No

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 - A reactive maintenance schedule is in place and being followed – Scoring Yes/ No

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

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DMs - A planned maintenance schedule is in place and being followed – Scoring Yes/ No
<p>GUIDANCE AND EXAMPLES OF BEST PRACTICE</p> <ul style="list-style-type: none"> 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 / contractors working on site are required to sign in/out (with knowledge of permit to work) – Scoring Yes/ No
<p>GUIDANCE AND EXAMPLES OF BEST PRACTICE</p> <ul style="list-style-type: none"> 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
SWIMMING POOL
DMs – Pool / spa water is subject to daily testing and weekly balanced water tests are conducted – Scoring Yes/ No
<p>GUIDANCE AND EXAMPLES OF BEST PRACTICE</p> <ul style="list-style-type: none"> 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 Is the Spa Pool water treatment carried out in line with recommendations from the Health Protection Agency guidance on spa pools Are you aware of action that should be taken if the chlorine level in the Pool falls outside the acceptable parameters Are acceptable parameters known Check the training / qualification of those undertaking weekly water balanced checks – i.e. PPO
DMs – Plant room well managed – Scoring Yes/ No
<p>GUIDANCE AND EXAMPLES OF BEST PRACTICE</p> <ul style="list-style-type: none"> PPE Chemical storage COSHH Assessments Drench Shower Signage Housekeeping Access Control Trained Staff Procedures / Work Instructions in place
ENVIRONMENT
DMs - Environmental knowledge (including who is the Environmental Champion, targets, recycling percentages) – Scoring Yes/ No
<p>GUIDANCE AND EXAMPLES OF BEST PRACTICE</p> <ul style="list-style-type: none"> Test the understanding of the nominated Environmental Champion. Often this is only notional. 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 Understanding about renewable energy sources and any plans to install Trained in ISO 14,001 Working with Carbon Trust / Green Dragon Environment Management Accreditation Services (EMAS) Desired temperatures within the building

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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

HEALTH & SAFETY

DMs – Weekly checks are in place including alarms test being completed and up to date, first aid provision and fire drill records are in place– Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Internal Fire alarm
- Emergency / Panic Alarms
- Pool Alarms
- Disabled Alarms
- First Aid supplies
- Fire Drills/ evacuations

DMs – DMs - Daily checks take place on final fire exit doors. Checks on internal fire doors, including door closures and seals, take place at least monthly – Scoring Yes/ No

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 – Scoring Yes/ No

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 – Scoring Yes/ No

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 – Scoring Yes/ No

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 – Scoring Yes/ No

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 lift operations, entrapments and breakdowns – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

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

CUSTOMERS

DMs - Customer feedback systems are in place and feedback is responded to within an agreed timescale – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is feedback encouraged and recorded and used to improve the service:
 - a) written: comment card, electronic portal, website, questionnaire, research, Net Promoter Score (NPS) or b) verbal: face-to-face
- Is TripAdvisor used

Directional Review Guidance

Guidance Notes

- Is Social Media used, for example Facebook (Likes)
- Is there a policy for response times in place
- Is it measured (is it achieved)

DMs – A programme of customer research is in place to measure satisfaction levels – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Research Plan
- User and Non-User Survey
- Departmental Research i.e. swimming – different swim levels research at different times (sample)
- NPS
- Mystery Visit experience(s)
- Tells Us What You Think data capture

DMs – IT Customer data on the booking / front of house system is secured and systems reliable – Scoring Banding

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 – Scoring Yes/ No

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 - Security and CCTV policy in place, cameras are working and the safe well managed – Scoring Banding

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
- 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 Security – Privacy Policy/ Statement in place – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Privacy policy/ statement in place and understood by ALL Staff

DMs – ICT policy and ICT security policy in place – Scoring Yes / No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- ICT policy in place and understood by ALL Staff

SCENARIOS

Directional Review Guidance

Guidance Notes

DMs – Three scenarios will be asked of the Duty Manager – Scoring Banding

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 – Scoring Banding

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- 121s
- Performance Reviews

Staff – Ability to contribute ideas to the development of the Centre – Scoring Banding

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, goals and performance for the Centre – Scoring Banding

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 – Scoring Banding

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 – Yes/ No

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 – Know who is the nominated health & safety competent person and designated Safeguarding Officer – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Who is the onsite Health & Safety Competent Person

Staff - EAP / NOP knowledge – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

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

Staff – Customer care and feedback procedure or policy knowledge – Scoring Yes/ No

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

Directional Review Guidance

Guidance Notes

- How do customers feedback their experiences to the Centre. Name the various methods
- Would you encourage a customer to complete a complaint form, or try and redress the issue

Staff – Environmental policy and objectives – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Environmental policy in place
- 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– Catering facilities operate to Safer Foods, Better Business guidance or equivalent Food Safety procedures and temperature checks – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Does the Facility have a robust Food Safety Management system
- HACCP or Assured Safe Catering System
- Have the checks and inspections been conducted appropriately in the last week for fridge, freezer, deliveries and core temperatures

Staff – Is the kitchen clean and a cleaning programme being followed and records up to date – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- 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
- What is the frequency of changing deep fat fryer oil

Staff – Is food stored safely in fridges and freezers with stock rotation evident – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is there a visual check of fridges, freezers including expiry dates and old stock at the front with newest stock at the back

Staff – Food Hygiene training – Scoring Yes/ No

GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is there a Food Rating Scheme or whatever is relevant
- Are there inspections by the Environmental Health Department
- What Qualifications do Staff have – Basic Food Hygiene etc

Staff – Three scenarios will be asked of Front Line Staff on duty at the time of the assessment – Scoring Yes/ No

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