Quest - Splus 16 - Water Sports

Guidance Notes

Module Outcome
• 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

PLAN
Challenge: 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 considers 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 (Strengths, weaknesses, opportunities, and threats) and competitors' analysis • Are the aims and objectives of the 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 • 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 with those of your partners, for example, school sports coordinators, county-wide activity forums, youth and social services and emergency services? • Are additional activities offered to increase participation and generate additional income streams and secondary spend

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- 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 developed, defined, and documented as part of an integrated quality management system for staff and where appropriate customers?

DO
Challenge: How do you communicate and promote the water sports programme to staff and 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, digital platforms, Apps, and social media are 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/courses 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 before any waterside activities start, does this ensure all staff are properly briefed on all the day's activities and their 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, texting, Apps, 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 awareness of the facility and activities on offer?

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• 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
DO
Challenge: 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 the 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 • 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?
DO
Challenge: What legislation, statutory or best practice have you considered?

Examples of best practice
• NGBS guide standards and ongoing information
• Guidance from other agencies is used to inform processes and procedures, these include:
   o The Adventure Activities Licensing Authority (AALA) is used to ensure safety standards
   o Personal Watercraft Partnership (PWP) has given advice on safety, training and where to launch
   o Maritime & Coastguard Agency
   o British Sub-Aqua Club (BSAC)
   o Royal Yachting Association (RYA)
• Processes are in place to update staff on changes to guidance or regulations
• PPE is checked against manufacturer's guidance

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- Safety boats and recovery vehicles are inspected and serviced
- Processes are in place to test whether the water quality is suitable for the activity
- 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
- The 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 regarding the use of kill cords.

Suggested Guidance

- Are NGBs, for example, BCU, RYA and BDA used to guide standards and ongoing information and support, 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, our 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 vulnerable 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
- Are 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 regard to the use of kill cords, for example, are kill cords monitored for signs of wear, result and reduced elasticity?

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DO
Challenge: 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 • Are there processes in place for short-notice staff cover, for example, is there a list of staff who can 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
Challenge: 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 forms, 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?

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REVIEW
Challenge: How do you review what you measure?
Examples of best practice • Risk assessments and SSOW are reviewed • 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 assist in planning a balanced and successful programme for the short, medium, and long-term • Is there benchmarking with other venues at the local, regional, and national levels, 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 regularly; 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?

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IMPACT
Challenge: 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 • 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 addiction 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 • Are there external awards in place, for example ROSPA?