



The Importance of Good Operations

Gill Twell

14 March 2017

Right Directions

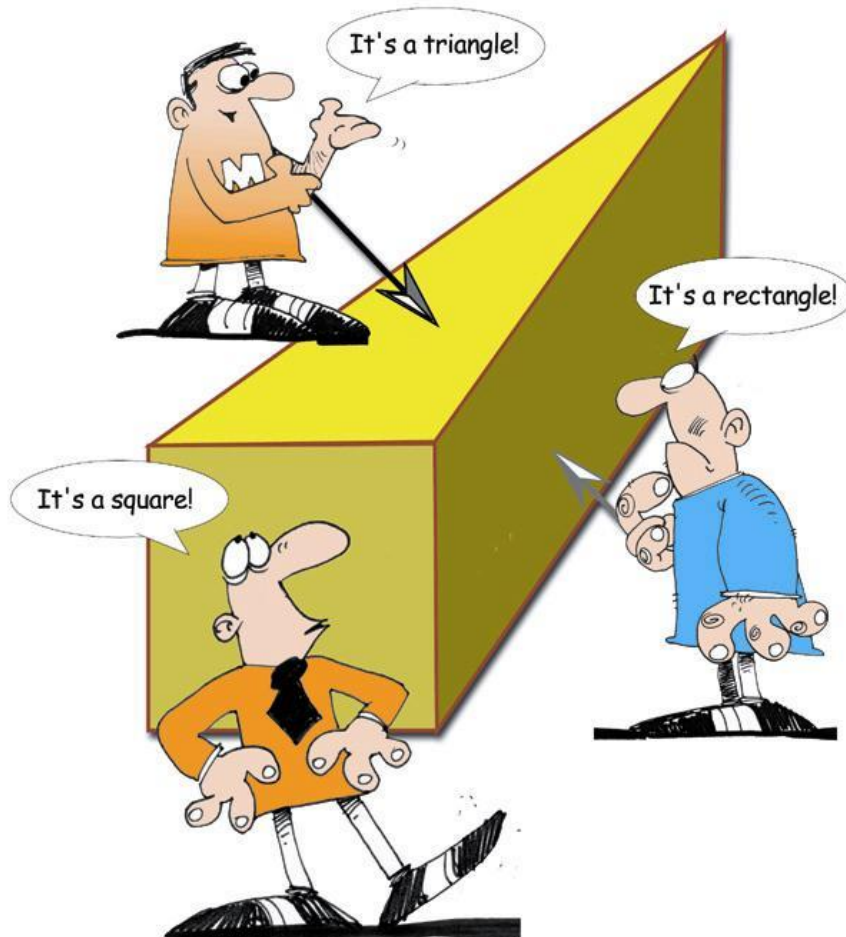
quality and safety



Interesting Statistics

- For every customer who complains 26 others don't let you know they were unhappy
- Only 10% of dissatisfied customers will give you the opportunity to put things right; 90% just leave
- The average unhappy customer will tell 8-16 people

When things go Pear Shape



Who's wrong?!

What happens when things go Wrong

ALTON TOWER'S OPERATOR FINED

On 2 June 2019, two young women on the Smiler ride at Alton Towers Theme Park suffered leg amputations and others suffered serious injuries when their carriage collided with a stationary carriage on the same track.

The Court found that on the day of the incident, engineers overrode the Smiler's control system without the knowledge and understanding to ensure it was safe to do so.

A Health and Safety Executive (HSE) investigation found no fault with the track, the cars, or the control system that keeps the cars apart from each other when the ride is running.

Investigations found the root cause to be a lack of detailed, robust arrangements for making safety critical decisions. The whole system, from training through to fixing faults, was not strong enough to stop a series of errors by staff when working with people on the ride.

This was the first major case to have fallen within the new Sentencing Guidelines, and the Judge decided that having found high culpability and harm for a company of high turnover, that the upper limit of the fine could potentially have reached £1million. However, the Judge took into account the following mitigating factors:

- The ride was properly designed and independently assessed
- There were a number of safety measures in place including CCTV, although there were blind spots
- The firm had assumed engineers attending a fault would be able to confirm the presence of another carriage by going backwards, but accepted it should not have been left to assumption – instead there should have been a formal procedure
- A good safety record can be advanced in the case
- There was a prompt acceptance of responsibility
- The Chief Executive apologised on national television on the day of the incident

On 28 September 2019 the owners of Alton Towers, Merlin Attractions, were fined £1million with costs of nearly £70,000 after pleading guilty to a breach of the Health and Safety at Work etc Act 1974.



BREACHES REGARDING 'FOOD SAFETY'

A schoolgirl died of a brain injury due to a serious allergic reaction after eating a curry from a mouse-infested Indian takeaway, an inquest has heard.

The 15 year old died on New Year's Day, two days after she was admitted to hospital. Just days after her death, the restaurant was closed down due to its poor management and 'infestation of mice'.

An inspection notice on the restaurant's window said it had committed breaches in respect of food standards and food safety which pose a potential and imminent risk of injury to health namely allergen management and current infestation



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MYSTERIOUS RASH

Sorry...

**POOL
CLOSED**

School children at a leisure centre in Wales were evacuated from the swimming pool when they fell ill.

The pupils' symptoms were not serious and they received treatment for a skin rash from paramedics as a precaution.

The pool remains closed whilst tests on the water are continuing to try to establish the possible cause of the problem.

POO IN THE POOL

Following our Safety Alert on Cryptosporidium earlier this month, we are still reading in the press about leisure facilities who face outrage from customers who clearly do not understand the health and operational implications when a member of the public has an 'accident' in the pool.

If you can demonstrate that you have in place the correct procedures for dealing with faecal fouling, that the team are qualified and trained, and they are following the procedures, then any scrutiny by the public and press should be favourable.

We recommend trying to educate customers on the issues. Do you have clear and informative messages regarding pool hygiene for your customers to follow?

If you require a copy of our Safety Alert No.39 Cryptosporidium please email info@rightdirections.co.uk



BURGHLEY HOUSE BUTLER FATALLY CRUSHED

A man employed as a butler at Burghley House, a grand country house in Lincolnshire, was killed when he was using a luggage lift to move guests' bags from the ground to second floor when one of the bags became jammed and the lift stopped. At some point, the butler attempted to free the jammed bags but the lift descended on him, trapping him between the lift cage and the banister of the staircase housing the lift.

Examination of the lift showed it had not been fitted with a 'black rope' detector, which would have been identified if a risk assessment had been carried out on the lift. This would also have shown that the lift should have been thoroughly examined and tested.

The Trust which runs Burghley House pleaded guilty to a breach of the Health and Safety at Work etc. Act 1974, and were fined £250,000 with costs of £16,993.

The Judge found that the culpability was high – a failure to put in place measures that are standard in the industry, no health and safety inspection, a failure to respond to previous defects on the lift.

After the sentencing, the HSE Inspector said that it was important to ensure that any business using lifts, particularly older lifts, implement correct measures in relation to lift maintenance and that competent lift engineers are employed to identify defects.



Round Tables

In your round table let's talk about two of the following topics in running a good centre....

- H&S Declaration
- Customer Experience
- Sales and Retention
- Cleanliness & Housekeeping
- Maintenance

H&S Declaration

Let's talk about H&S ... still the same issues....

- Fixed Electrical especially CAT 1 and CAT 2
- Emergency Lighting
- Fire Risk Assessment
- Fire Alarms
- Legionella
- Passenger Lifts

What will happen if we get this wrong – and how can we put it right, how can we manage our Statutory Compliance



Customer Experience



Let's talk about service ... still the same issues....

- Phone service
- Front desk operations
- Lack of knowledge
- Friendliness
- Right number of staff
- IT..

What will happen if we get this wrong – and how can we put it right, how can we deliver an excellent Customer Journey

Sales and Retention

Let's talk about sales ... still the same issues....

- Is pricing used effectively?
- Do you request Customer details to follow up enquiries?
- Do you offer tours of your facilities ?
- How much information do your staff have to hand for membership enquiries – both face to face and over the telephone?
- Is clear and precise information provided?
- How do your staff build rapport during a enquiry?

What will happen if we get this wrong – and how can we put it right, how can we ensure enquiries are converted to members

Cleanliness and Housekeeping

Let's talk about cleaning and housekeeping ... still the same issues....

- How clean are your changing rooms and toilets?
- Have you defined standards of cleanliness and housekeeping and do your staff know them?
- Are sufficient resources available, including trained staff and equipment
- Do you analysis your customer feedback with regard to cleanliness?

What will happen if we get this wrong – and how can we put it right, how can we ensure are facilities are Clean

Maintenance

Let's talk about maintenance ... still the same issues....

- How well maintained is your facility?
- Are sufficient resources available to maintain your facility, including trained staff and equipment?
- Is there a comprehensive Planned Preventative Maintenance (PPE) in place?
- Is there an Asset Register in place that links back to budgets, to ensure the replacement of plant, equipment and refurbishment?

What will happen if we get this wrong – and how can we put it right, how can we ensure our facilities are well maintained

In Summary.....

Let's talk about easy wins ... and what makes a difference

- Staff who are helpful and listen
- Staff who are knowledgeable and professional
- Friendly and caring staff even when stressed
- Staff who take ownership
- Staff who communicate
- Staff who under promise and over deliver
- Staff who are trained
- Staff who are empowered and involved
- Staff who are given the resources to do their job
- Staff who are mentored
- Staff who are challenged

Great leaders really do make the difference

Thank you for listening – any ideas, thoughts or questions?