



Awarded to:

**Kilmarnock Leisure Centre  
Trust, Galleon Centre.**

**Awarded with Distinction**

*Following external assessment and having met the quality standards and requirements of the **sta mark** in:*

- OPERATIONAL STANDARDS
- CUSTOMER CARE
- STAFFING & MANAGEMENT DEVELOPMENT
- SERVICES PLANNING

*Roger Millward*

ROGER MILLWARD, CHIEF EXECUTIVE STA

ISSUE DATE

10<sup>th</sup> June 2013

EXPIRY DATE

10<sup>th</sup> June 2015



is the only nationally recognised quality mark, which is awarded by a QCA recognised awarding body, that externally validates safe practices in swimming, lifeguarding and the pool environment.

This certificate is awarded to the organisation named above. Details of the assessed locations at which the organisation operates can be found at [www.nfswimschools.co.uk](http://www.nfswimschools.co.uk).

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The Swimming Teachers' Association (Registered Charity Number 1051631) is dedicated to saving lives, principally in the aquatic environment.

This certificate remains the property of the STA and must be returned on demand.



**SAVING LIVES  
TEACHING SWIMMING**



# **STAMark Assessment Report**

## **Kilmarnock Leisure Centre Trust Galleon Centre**



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## Introduction

This report has been prepared by Lisa Smith on behalf of the STA following an onsite assessment which took place on the 10<sup>th</sup> June 2013. The Assessment was hosted by Duty Manager Carol Thomson, thanks must be extended to Carol, and the dedicated team of teachers and all other staff who facilitated the assessment on this day.

### 1. Scope of the Assessment

The Assessment includes a review of the documentation, practices and principles of the Kilmarnock Leisure Centre.

### 2. Assessment Report

The Assessment is focussed on continuous improvement, which includes planning, delivery, implementation and review and also considers how compliant the organisation is with regards to the recommendations presented within British Standards institution PAS 81:2011 'Specification for the Management of a Swimming School'. The assessment is based on what the Assessor is able to evaluate at the time of the assessment and therefore the findings of the Assessment and subsequent report cannot be taken as an unequivocal endorsement of the safe practices and effective management of Kilmarnock Leisure Centre Trust. The assessment is supported by:-

- A review of the Self Assessment conducted by the organisation
- Thorough review of the documented procedures
- Discussion with teaching and managerial personnel

The Assessment, cannot cover every area of activity within the allocated time, however, every effort has been made to capture an accurate picture of the methods and principles that have been adopted within Kilmarnock Leisure Centre Trust at the time of assessment.

### 3. Report Scoring Range

The Assessment has been based on the STA Mark criteria, with the following scoring range used to assess operations:

- 1 - We do not have this in place.
- 2 - We have some elements in place, although there are a number of significant omissions.
- 3 - We have most of the information and practices in place, although there are some minor omissions.
- 4 - We are effective in many areas, although there are still areas for improvement.
- 5 - We have everything in place, and regularly review our practices/procedures.

### 4. Recommendation

The overall score for Kilmarnock Leisure Centre Trust is 90% and will receive STA Mark with Distinction.

## Executive Summary

### Overall Observations of the Assessment

This is a highly successful, well managed swim school operating from the Galleon Centre. The Kilmarnock Leisure Centre Trust is a not-for-profit trust which was established as an unincorporated body with charitable status in 1985, and has been managing the Galleon Leisure Centre since its completion in 1987. The Swim school is one of seven business areas within the Trust, and operates from a 25 metre free-form swimming and recreational pool, and a small teaching pool.

The team's high levels of competence, knowledge, enthusiasm and commitment to improving the service they offer was evident through interactions with them on the day of the assessment visit.

### Key Best Practice Principles

- Health and safety documentation is comprehensive, communicated effectively to staff members and reviewed regularly to ensure the safe operation of the facility.
- Staff members are encouraged to involve themselves in the procedure review process, and the high level of staff consultation, in conjunction with effective communication, notably memos, staff meetings and a rigorous training programme combine to ensure understanding and implementation of documented procedures.
- Following recommendations from the previous assessment visit, class registers are now stored securely on site rather than being removed by teachers.
- Following recommendations from the previous assessment visit, a missing persons procedure has been compiled and implemented.
- Customer care is a definite priority with a wide variety of communication channels; such as comment forms, facebook and forums utilised to enable customers to provide feedback. Feedback provided is analysed and utilised to make improvements to the swim school when it is possible to do so.
- Staff management and development is a key area of strength for the Galleon Centre with recruitment strategically planned to ensure effective lesson cover in case of holidays and sickness.
- Staff are highly trained for the roles they undertake and have opportunities to participate in professional development seminars in areas that they identify.
- Teaching methodology is clearly documented, understood and implemented by the swimming teachers who appreciate the opportunities they are given to attend meetings and share best practice.

### Key Areas For Improvement

- It is recommended that a table is constructed to keep track of procedural document review dates as whilst most documentation was reviewed on an annual basis, some documentation was overdue.
- It is recommended that external groups such as swimming clubs provide risk assessments for activities they undertake.
- It is recommended that in the emergency action plan the different roles and responsibilities of a lifeguard and swimming teacher are clearly outlined.
- It is recommended that the procedure for managing lost property is documented
- It is recommended that the planned literature for parents detailing the programme outcomes and information relating to the swim school is produced.
- It is recommended that the development plan is updated and includes SMARTER objectives.

## 1. Managing Health and Safety

## Assessors Scoring Range

The Swim School shall have a documented policy from which safe systems of work are developed and implemented.

|  | 1                             | 2  | 3   | 4  | 5  |
|--|-------------------------------|--|---|--|--|
|  | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Is there a documented Health & Safety Policy in place?   |                               |  |   |  | ✓  |
| Is the Health & Safety Policy available and understood by all staff?                                       |                               |  |   |  | ✓  |
| Is there a formalized procedure in place for communication between staff and customers?                    |                               |  |   |  | ✓  |
| Does your swim school have documented risk assessments?  |                               |  |   | ✓  |  |
| Does your swim school have appropriate levels of insurance cover in place?                                 |                               |  |   |  | ✓  |
| Does your Swim School have a policy in place for lone working situations?                                  |                               |  |   | ✓  |  |
| Does your Swim School have a nominated and suitably qualified competent person within the business/scheme? |                               |  |   |  | ✓  |

### Strengths

- The health and safety policy clearly documents responsibilities for health and safety
- There is an effective filing system in place which ensures key staff have access to risk assessment documentation
- Through the staff training programme, staff not only receive adequate training on risk assessments, but also have the opportunity to contribute to the development of these documents through regular staff meetings and consultation.
- The duty manager's daily, weekly and monthly checklist is one of the most comprehensive I have witnessed.

### Key areas for improvement

- Whilst risk assessments relating to the pool showed evidence of having been updated on an annual basis, there were some relating to other areas which were overdue for updating.
- Whilst risk assessments effectively covered the setting up of inflatable play structures, they did not adequately cover the usage of this equipment or the usage of lane ropes, which is something that should be considered in consultation with the operating procedures.
- It is recommended that a matrix table is added to the front of the risk assessment file detailing the date the document was last reviewed and the date of the next review, in order that no document is overlooked during the review process, along with documented procedure outlining the situations when procedures are updated.

## 2. Pool Safety Operating Procedures (PSOP)

## Assessors Scoring Range

The Swim School shall have written site specific PSOP's, which are readily available to staff and other relevant authorities.

|  | 1                             | 2  | 3   | 4  | 5  |
|--|-------------------------------|--|---|--|--|
|  | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Does your swim school have a written Pool Safety Operating Procedure (PSOP)?   |                               |  |   |  | ✓  |
| Does the PSOP consist of NOP & EAP?  |                               |  |   |  | ✓  |
| Do the site specific Pool Safety Operating Procedures accurately reflect any risks and include good industry practice?   |                               |  |   |  | ✓  |
| Do you have signed confirmation that your NOP's and EAP's are fully aligned with the owner/operator of the facility and signed off by the owner/operator to state that your site specific NOP's and EAP's are acceptable |                               |  |   |  | N/A  |
| Are conditions of hire or service level agreements set in writing and signed by both parties (if applicable)?  |                               |  |   |  | N/A  |

### Strengths

- Since the last assessment, a EAP specifically relating to the swimming pool has been developed, including a comprehensive policy for clearing the pool. Staff take part in a full evacuation on an annual basis.
- There is an effective strategy for informing staff of any changes to documentation through staff training which takes place on a monthly basis; memos issued on an as and when basis; and staff meetings which take place quarterly.
- Following the latest review of operating procedures, the management team are in the process of issuing each member of staff with their own copy of the updated procedures, which they are required to sign for. Copies are also filed in the main office and staff room for reference.
- There are comprehensive maps of the pool facility, detailing locations of poolside alarms, fire break glass points and emergency exits, and the safe set up of the pool for different activities.
- Pool safety operating procedures are comprehensive with no obvious omissions.

### Areas for improvement

- It would be advisable to indicate locations of poolside safety equipment on the map, there should also be provision for checking the equipment is in place and in an appropriate condition and the findings recorded through the duty manager's daily checks.

### 3 Normal Operating Procedures (NOP)

### Assessors Scoring Range

The NOP should reflect industry best practice and detail the way in which the Pool environment operates on a daily basis.

|  | 1                             | 2  | 3   | 4  | 5  |
|--|-------------------------------|--|---|--|--|
|  | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Does the swim school have an adequate Normal Operating Procedure in place? |                               |  |   |  | ✓  |
| Is the NOP detailed and comprehensive?                                     |                               |  |   |  | ✓  |
| Does the swim school NOP provide information on the following key areas:   |                               |  |   | ✓  |  |
| Organization Chart   |                               |  |   |  | ✓  |
| Swimming Pool Specification  |                               |  |   |  | ✓  |
| Detail of the Swimming Pool & Plan of Building                             |                               |  |   |  | ✓  |
| Principle Hazards  |                               |  |   |  | ✓  |
| Teacher/Pupil ratio & Admissions Policy                                    |                               |  |   |  | ✓  |
| Lifeguard Procedures   |                               |  |   | ✓  |  |
| Safe Systems of work for Aquatic class/lesson                              |                               |  |   | ✓  |  |
| Pool & Safety Equipment  |                               |  |   | ✓  |  |
| First Aid  |                               |  |   |  | ✓  |

#### Strengths

- Following the previous assessment, class registers are now maintained on site in a secure area covered by CCTV.
- The NOP is a comprehensive document, which conforms to the recommendations of HSG 179.
- The operating procedures are updated on an annual basis and there is an established procedure for ensuring staff are aware of any changes.

#### Areas for improvement

- There is currently no written procedure for securing the poolside to prevent unauthorised access, or information on safety signage contained within the NOP which should be added.
- There is currently no safe system of work or risk assessment for the water aerobics sessions which take place, which should be documented in the same way that the other activities are.
- Whilst the centre staff work very closely with the swimming club, they should ensure that the club provide the centre management with copies of risk assessments which are applicable to the activities they uniquely undertake. Additionally, other clubs using the facility should also provide up to date copies of their risk assessments.

## 4 Emergency Action Plan (EAP)

## Assessors Scoring Range

The EAP should reflect industry best practice and give clear guidelines on action to be taken by all staff in the event of an emergency.

|  | 1                             | 2  | 3   | 4  | 5  |
|--|-------------------------------|--|---|--|--|
|  | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Does the swim school have an adequate Emergency Action Plan in place?    |                               |  |   | ✓  |  |
| Does the swim school EAP provide information on the following key areas: |                               |  |   |  | ✓  |
| Overcrowding   |                               |  |   |  | ✓  |
| Disorderly behaviour   |                               |  |   |  | ✓  |
| Lack of water clarity  |                               |  |   |  | ✓  |
| Fire   |                               |  |   |  | ✓  |
| Bomb threat  |                               |  |   |  | ✓  |
| Lighting or Structural failure   |                               |  |   |  | ✓  |
| Emission of toxic gases  |                               |  |   |  | ✓  |
| Serious injury   |                               |  |   |  | ✓  |
| Discovery of casualty in water   |                               |  |   |  | ✓  |

### Strengths

- In general the emergency action plan is comprehensive with no obvious omissions.
- Copies of documented procedures are easily accessible and good relationships have been maintained with the fire service to ensure a swift, co-ordinated response in case of an emergency.
- There is a comprehensive emergency contacts list in case of a range of foreseeable emergencies.
- The staff training schedule covers PSOP effectively and full evacuation training takes place annually
- There is a process whereby accident and near misses are analysed by the deputy manager on a monthly basis to identify trends and update risk assessments as necessary.

### Areas for improvement

- Whilst serious injury to a bather is dealt with appropriately, It would be advisable to include details on how this process would be managed if the bather were a pupil. For example the roles and responsibilities of the teacher and the lifeguard need to be clearly documented as well as managing next of kin.
- Information relating to the management of spinal injury has been omitted from the new documented operating procedures and should be reinstated



## 5. Documented Systems and Procedures

## Assessors Scoring Range

The Swim School should have in place a comprehensive range of documented systems and procedure which describe its operational standards and its method for quality and documentation control.

|  | 1                             | 2  | 3   | 4  | 5  |
|--|-------------------------------|--|---|--|--|
|  | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Does your swim school have comprehensive range of documented systems and procedures in place?  |                               |  |   | ✓  |  |
| Are all documented systems and procedures circulated and clearly understood by all staff?  |                               |  |   |  | ✓  |
| Are documented systems and procedures regularly up-dated to reflect legislative compliance and industry good practice?                 |                               |  |   | ✓  |  |
| Is there a documented procedure in place for recording all accidents and incidents?  |                               |  |   |  | ✓  |
| Does the organization review its safety performance on a regular basis?  |                               |  |   |  | ✓  |
| Does your swim school have a policy and procedures in place relating to missing persons?   |                               |  |   |  | ✓  |
| Does the swim school maintain registers and does all recorded data comply with the data protection act?                                |                               |  |   |  | ✓  |
| Is there a formal documentation control process in place which formally tracks and/or variations to documented systems and procedures? |                               |  |   | ✓  |  |
| Does the Swim School have financial records that are compliant with Inland Revenue reporting and recording recommendations?            |                               |  |   |  | ✓  |
| Does the Swim School comply in full with all relevant Health and Safety and Employment legislation?                                    |                               |  |   |  | ✓  |

### Strengths

- Since the last assessment, an effective policy on dealing with missing persons has been written and implemented.
- Consideration has been given to collection and security of customer medical information, and procedure whereby registers are now maintained on site appears adequate.
- Staff were confident that they received memos when there were changes made and signed to confirm that changes were understood, which reflects industry best practice
- Staff interviewed were fully conversant with swim school operating procedures and specifically commented on the fact that their views were taken into consideration when documents were being updated, which appears to be a specific strength of the swim school

## Areas for improvement

- Medical data is regularly updated on an annual basis when members re-apply for their membership cards, consideration needs to be given to capturing sufficient data for individuals who choose not to be members, a procedure could be as simple as asking non members to provide medical data each time they register on a course.
- Whilst procedures for the most part appear to be updated on a regular basis a written schedule detailing the procedures documented, the date they were last reviewed and a review date would enable management to ensure that certain procedures were not overlooked.
- Consideration should also be given to formally documenting any changes to procedures during subsequent reviews, to enable changes to be tracked. From practices observed, document management appears adequate.

## 6 Customer Care

## Assessors Scoring Range

The Swim School should have a written policy which clearly defines its standards for delivering, evaluating and monitoring customer care.

|  | 1                             | 2  | 3   | 4  | 5  |
|--|-------------------------------|--|---|--|--|
|  | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Does the swim school have a customer care policy that is available for staff and is fully implemented?                     |                               |  |   |  | ✓  |
| Are customers provided with the opportunity to give feedback on services/teaching standards?                               |                               |  |   |  | ✓  |
| Are customers provided with information on the swim schools activities, which are accurate and up-to-date?                 |                               |  |   | ✓  |  |
| Is there a process for the collection and analysis of customer feedback in order to improve service standards?             |                               |  |   |  | ✓  |
| Are the booking/enrolment procedures for courses and activities comprehensive, from initial enquiry to booking completion? |                               |  |   |  | ✓  |
| Does the Swim School have accurate publicity material relating to the activities of the business/scheme?                   |                               |  |   | ✓  |  |
| Does the Swim School/Scheme have a website in place?   |                               |  |   |  | ✓  |

### Strengths

- The customer care policy is well developed, and is available as part of the staff handbook.
- Customers are able to provide feedback on the swim school services in a wide variety of ways including; comment box in reception, via facebook, a customer forum which takes place biannually, and feedback forms will soon be going into packs sent out of the end of each course. The duty manager conducts trend analysis on feedback received and wherever possible the program is adapted in response to feedback.
- Pricing is revised on an annual basis and the policy for this review is covered as part of the comprehensive business plan.
- The booking an enrolment procedure is well established, documented and understood by appropriate members of staff. Feedback from staff indicates that booking arrangements work well and meet the needs of the swim school and its customers.
- Customer feedback is regularly discussed at staff meetings

### Areas for improvement

- The material given out to customers is sufficient, however a booklet detailing teaching practices and outcomes would be a definite advantage.
- Whilst lost property appears to be managed appropriately, a written procedure to support this would be advantageous.

## 7 Staffing and Management Development

## Assessors Scoring Range

The Swim School should have documented policies, procedures, and practices that reflect industry best practice for the management and development of staff.

|  | 1                             | 2  | 3   | 4  | 5  |
|--|-------------------------------|--|---|--|--|
|  | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Are all your staff appropriately qualified and trained to nationally recognised standards?   |                               |  |   |  | ✓  |
| Are adequate levels of pool supervision in place when teaching and coaching is being undertaken?   |                               |  |   |  | ✓  |
| Is there a formal recruitment and induction process in place for the appointment of teachers/instructors?  |                               |  |   |  | ✓  |
| Does the swim school have an equal opportunities policy in place?  |                               |  |   |  | ✓  |
| Are all staff who work with children and vulnerable adults appropriately screened through the Criminal Records Bureau (CRB) or disclosure Scotland (for Scotland)? <b>This is mandatory to obtain Public Liability Insurance in respect of above claims.</b> |                               |  |   |  | ✓  |
| Does the swim school have a child protection policy in place?  |                               |  |   |  | ✓  |
| Are all staff given the opportunity to benefit from an annual appraisal?   |                               |  |   |  | ✓  |
| Are there scheduled times where staff attend up-date meetings?   |                               |  |   |  | ✓  |
| Does the Swim School run a formal programme of Continuous Professional Development for staff?  |                               |  |   |  | ✓  |
| Does the Swim School have a published Human Resources policy which is available upon request by all staff?   |                               |  |   |  | ✓  |

### Strengths

- Staffing and managing development is an area of distinct strength for the swim school. Meticulous record keeping on the validity of qualifications for each employee ensures that staff are well qualified for the roles they undertake, and revalidation takes place in a timely fashion.
- In addition to the general induction process, swimming instructors are put through a thorough swim school induction process, requiring members of staff to shadow a minimum of two classes at all levels. Having spoken to the staff, it appears that often new staff members are shadowing over and above this proscribed minimum to ensure service quality.
- The swim school has its own high expectations for professional development with staff expected to attend programmed CPD opportunities on a quarterly basis. Staff are keen to engage in this process and are consulted about the types of CPD activities they would like which is then provided by internal

tutors or external specialists depending on the topic and availability of expertise in house. Experienced staff are involved in mentoring new staff members which is a role they embrace and appreciate as part of their own personal development.

- Strategic staff planning and recruitment ensures a balance of experienced members of staff and a range of casual members of staff who have been taken on to ensure continuity for the programme.
- The assessor was also impressed with the commitment of the staff interviewed to their own professional development, there being an expectation that everyone instructing on poolside would work towards the level two certificate throughout their employment and being given numerous opportunities to develop themselves through CPD, a wide range of practical teaching opportunities and additional qualifications.
- Consideration has also been given to developing a robust appraisal scheme, and poolside observations for teaching staff are being introduced to support and enhance this process.

#### **Areas for improvement**

None identified in this area

## 8 Service Planning

## Assessors Scoring Range

The Swim School should have a documented swimming teaching programme.

|   | 1                             | 2  | 3   | 4  | 5  |
|---|-------------------------------|--|---|--|--|
|   | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Does the swim school have a documented scheme of work?  |                               |  |   |  | ✓  |
| Does the teaching programme/s provide clearly defined learning objectives?  |                               |  |   |  | ✓  |
| Is there a clearly defined pathway through levels from entry to exit?   |                               |  |   |  | ✓  |
| Are the pupils' ability, progress and achievements documented and recorded?   |                               |  |   |  | ✓  |
| Does the Swim School have Partnership links with other organisations that add value and/or extend the swimming experience i.e. links to swimming clubs?   |                               |  |   |  | ✓  |
| Does the Swim School have any key performance indicators in place for monitoring and developing Teacher performance?  |                               |  |   | ✓  |  |
| Are parents and pupils made aware of the teaching programme and any anticipated developmental programme and any anticipated developmental outcomes/expectations to be achieved at the end of each stage of the teaching and awards programme? |                               |  | ✓   |  |  |

### Areas of strength

- The swim school uses the STA scheme effectively and staff appear fully conversant with its requirements.
- Teachers interviewed were clear on lesson planning and were able to explain how this met the needs of the learners in their groups.
- The swim school has forged effective links between the local swim club and local schools and colleges, to enable learners of all ages to develop new skills and pursue areas of personal interest.
- Customer comments are discussed at staff meetings and wherever possible are used to improve the programme, although limitations to this were discussed.
- Teaching methodologies are documented, and understood by teaching staff. They are also subjected to ongoing training in this area and discuss methodology as a part of their quarterly staff meetings.
- A comprehensive information pack is available to the swimming teachers with the programme outcomes and requirements.

### Areas for improvement

- There are plans to include reviewing teacher performance as a part of the established appraisal progress. This would be an appropriate and insightful step.
- The teaching development plan clearly sets the direction for the swim school, however to make it more valuable it should be kept up to date and teaching staff should play a key role in its development and implementation.

- A booklet is currently being developed to communicate swim school information to parents, I would advise that teaching methodology and programme outcomes are included as part of this.

## 9 Site Specific Environmental Protocols

## Assessors Scoring Range

The Swim School should only operate in those facilities that are fit for purpose.

|  | 1                             | 2  | 3   | 4  | 5  |
|--|-------------------------------|--|---|--|--|
|  | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Does the swim school operate in premises that conform to BSI PAS 65 clause 7? "The pool operator or hirer should be aware of the hazards in the pool hall and eliminate or manage the risk. The pool operator or hirer should ensure that the physical hazards are assessed and that necessary control measures are put into place". |                               |  |   |  | ✓  |
| Are pool environmental conditions maintained within the recommended parameters, (BSI PAS 81) for teaching and/or teaching specialism(s)?   |                               |  |   |  | ✓  |
| Do you monitor hygiene standards in and around the Pool and Changing Accommodation?  |                               |  |   |  | ✓  |
| Is the changing accommodation adequate?  |                               |  |   |  | ✓  |
| Are there adequate levels of pool supervision?   |                               |  |   |  | ✓  |
| Are operational checks undertaken and recorded prior to use of the facilities'?  |                               |  |   |  | ✓  |

### Strengths

- As part of the comprehensive duty manager checks, a quality check of all changing facilities is carried out, to ensure that equipment is in a good state of repair and clean and hygienic conditions are maintained. This is obviously effective as on the day of the inspection the pool and changing areas were free from hazards, clean and welcoming.
- Poolside alarms are in operation and are checked on a daily basis.
- The pool plant procedures are effective and water testing is undertaken regularly to ensure that the conditions are safe and hygienic. On the day of the assessment the water temperatures in both the teaching and main pools were appropriate, as was the air temperature.
- The facility is appropriate for use by those with special needs with grab rails, designated changing facilities and hoists in evidence.
- Consideration has been given to appropriate placement of first aid equipment.

### Areas for improvement

- When verbally explained the division of responsibility between lifeguard and swimming teacher in case of emergency was sufficient, however it would be advisable for this to be documented as part of the operating procedures.
- As above, the procedure for securing the pool against unauthorised access was adequate, but for the avoidance of doubt, it should be clearly documented as part of the pool operating procedures.



## 10 Business Development

## Assessors Scoring Range

The Swim School should have a business development plan which identifies its business objectives and the methods for achieving them.

|   | 1                             | 2  | 3   | 4  | 5  |
|---|-------------------------------|--|---|--|--|
|   | We do not have this in place. | We have some elements in place, although there are a number of significant omissions | We have most of the information and practices in place, although there are some minor omissions | We are effective in many areas, although there are still areas for improvement | We have everything in place, and regularly review our practice |
| Does the swim school have a business plan in place with objectives that are, specific, measurable, achievable, realistic, time orientated and understood by all staff?  |                               |  |   | ✓  |  |
| Is there a formalized procedure in place for communication between staff and customers?   |                               |  |   | ✓  |  |
| Does the organisation conduct self assessment as a process for reviewing performance?   |                               |  |   | ✓  |  |
| Are performance reviews conducted in order to measure the effectiveness of the Swim School in achieving its business objectives?  |                               |  |   | ✓  |  |
| Does the Swim School have a business continuity plan in place?  |                               |  | ✓   |  |  |
| Does the Swim School have specific, measurable, achievable, realistic, time-limited, effective and recorded (SMARTER) objectives within the business plan?              |                               |  |   | ✓  |  |
| Does the Swim School have key performance indicators in place for managing and monitoring the performance of the business?  |                               |  |   | ✓  |  |
| Does the Swim School have service level agreements in place with its landlords (only relevant if hiring pools), external delivery partners (if relevant) and suppliers? |                               |  |   |  | ✓  |
| Does the Swim School have a pricing policy in place?  |                               |  |   | ✓  |  |

### Strengths

- Kilmarnock Leisure Trust has a comprehensive business plan in place which clearly identifies what the trust is trying to achieve, with clear performance indicators for measuring progress.
- The swim school has its own business development plan which feeds in to this.
- The Leisure Trust demonstrate their commitment to continuous improvement and development through participation in Quest and Visit Scotland.

### Areas for development

- The development plan for the swim school is currently under development, ensuring it is kept up to date, sets SMARTER targets for development, and is understood and implemented by staff members will make it even more valuable as a working document.
- Consideration should be given to developing a business continuity plan, considering strategies for keeping the swim school operative if there is failure in key areas. There are already established procedures in case of the pool being unusable, but consideration should be given to continuity in other circumstances most notably, IT booking system failure and loss of records.