

# Joint Scrutiny Committee Report



Report of head of waste, leisure, parks and environmental health

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To: JOINT SCRUTINY COMMITTEE

DATE: 12 September 2017

## 2016/17 performance review of GLL

### RECOMMENDATION

That the committee considers Greenwich Leisure Limited's (GLL) performance in delivering the joint leisure management contract for the period 2016/17 and makes any comments before a final assessment on performance is made.

### PURPOSE OF REPORT

1. The report considers the performance of GLL in providing the joint leisure management service in South Oxfordshire and Vale of the White Horse for the period 1 April 2016 to 31 March 2017. This is the second report of the new joint contract which started on 1 September 2014.

### STRATEGIC OBJECTIVES

2. The review of GLL helps ensure that the councils achieve their strategic objectives in the following areas:
  - South Oxfordshire's strategic objective to 'build thriving communities' through the corporate priority to 'help people to be healthy and active'
  - Vale of White Horse's strategic objective for 'sustainable communities and well-being' through the corporate priority to 'increase participation in sport and leisure through continuous improvement programmes for our leisure centres, facilities and schemes'.

## BACKGROUND

3. Managing contractor performance is essential for delivering the South and Vale objectives and targets. A high proportion of the councils services are outsourced meaning the authority has established processes in place of working with contractors to deliver services. Working jointly with contractors to review performance regularly is essential in delivering high quality services to residents.
4. The councils process for managing contractor performance focuses on continuous improvement and action planning. The councils realise that the success of the framework depends on contractors and the councils working together to set and review realistic, jointly agreed and measurable targets.
5. The overall framework is designed to be:
  - a consistent way for the councils to consistently measure contractor performance, to help highlight and resolve operational issues
  - flexible enough to suit each contract, including smaller contracts which may not require all elements of the framework
  - a step towards managing risk more effectively and improving performance through action planning.

## OVERVIEW OF THE REVIEW FRAMEWORK

6. The review process consists of three essential dimensions:
  - performance measured against key performance targets (KPTs)
  - customer satisfaction with the total service experience
  - council satisfaction as client.
7. Each dimension is assessed by officers and the head of service makes a judgement of classification. Contractor feedback and an assessment of strengths and areas for improvement are included. The framework may be adjusted or simplified at the discretion of the head of service, where some dimensions are not relevant or difficult to apply fairly.
8. The table below shows GLL's performance for the previous and current year. The scores are as follows:

<b>Performance Dimensions</b>	<b>2015/2016</b>	<b>2016/2017</b>
Key Performance Targets	Excellent	Excellent
Customer Satisfaction	Good	Excellent
Council Satisfaction	Fair	Fair
Overall Score	Good	Good

9. This contract is the first joint leisure contract and runs from 1 September 2014 until 31 August 2024. GLL provides a comprehensive programme of activities and opportunities for residents and visitors to both districts to enjoy sporting and leisure

facilities. GLL operates facilities in Berinsfield, Didcot, Henley, Thame, Wallingford and Wheatley in South Oxfordshire, and Abingdon, Wantage and Faringdon in the Vale within an agreed management contract and a service specification document.

10. The main deliverables within the contract are to:

- provide a minimum income each year of £411,278.76 to South Oxfordshire and £1,138,136.40 to the Vale
- increase participation in the council's leisure facilities and participation outreach programmes
- provide a varied programme of activities to cater for different age groups and preferences.

## DIMENSION 1 – KEY PERFORMANCE TARGETS (KPT)

11. This contract has fourteen KPTs. These KPTs were considered by a joint working group of scrutiny committee members at the time of drawing up the contract documentation and officers from the leisure and corporate strategy teams. The KPTs take into account areas of shared importance to elected members and officers in reporting on the contractor's performance. The KPTs are reported to cabinet members and senior officers on a quarterly basis so areas of success and concern can be discussed in a timely way.

12. These KPT results have been used to inform target setting for 2017/18 and will be used to develop the trend analysis that will happen as the contract progresses.

<b>KPT ref</b>	<b>Description of KPT</b>	<b>Target</b>	<b>Performance</b>	<b>Individual KPT rating</b> (excellent, good, fair, weak or poor)	<b>KPT rating score</b> (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 1	Increased total visits year on year	>3%	4%	Excellent	5
KPT 2	Increased total activity visits year on year	>6%	4%	Poor	1 (see paragraph 15)
KPT 3	Increased year on year growth of inclusive membership (disabled pre-paid)	>50%	5.7%	Poor	1
KPT 4	Increased year on year growth of concessionary leisure card holders (pay and play)	>250%	260%	Excellent	5
KPT 5	Attrition (prepaid memberships only gym, swim etc. not swim school)	<7%	5.83	Excellent	5

<b>KPT ref</b>	<b>Description of KPT</b>	<b>Target</b>	<b>Performance</b>	<b>Individual KPT rating</b> (excellent, good, fair, weak or poor)	<b>KPT rating score</b> (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 6	Average length of stay, direct debit members (excluding swim school)	>10.5 months	10.87	Excellent	5
KPT 7	Reduce customer complaints to Councils	<75	74	Excellent	5
KPT 8	Percentage of bookings made on line	>50%	51%	Excellent	5
KPT 9	Percentage of referrals completing Healthwise programme (GP referral)	>50%	26%	Poor	1
KPT 10	Conversion rate from Healthwise programme to Healthwise membership	>30%	57%	Excellent	5
KPT 11	Decreased year on year energy usage (electricity) Kwh per visit	>5%	5%	Excellent	5
KPT 12	Decreased year on year energy usage (gas) Kwh	>17.5%	20%	Excellent	5
KPT 13	Decreased year on year energy usage (water) cubic meters per visit	>35%	39%	Excellent	5
KPT 14	Annual user satisfaction survey	>80%	83%	Excellent	5
Overall "average" KPT performance rating score (arithmetic average)					4.14
Overall "average" KPT performance (excellent, good, fair, weak or poor)					Good

13. These targets were agreed at the start of the year using the actual achievements from the previous contract year and reflected anticipated trends and changes to facilities such as the gym extension at the White Horse Leisure & Tennis centre and new fitness equipment in all of the gyms.
14. Performance against the targets has been very good with GLL achieving an excellent rating against 11 of the 14 targets. For a second year utility savings are particularly strong with the carbon reduction schemes jointly implemented starting to deliver their anticipated savings.

15. GLL has not achieved the anticipated increase in total activity visits for the year found in KPT two. This is due primarily to two major items at the White Horse Leisure and Tennis centre which had a significant impact on that target, these were outside of GLL's direct control. In July 2016 the two swimming pools were closed to allow important refurbishment works to be undertaken. The whole swimming programme was transferred to Abbey Meadow outdoor pool, which resulted in a loss of customers for the 10 weeks that the pools were closed. For a large part of 2016 major works undertaken to refurbish the gym changing rooms and extend the gym at the centre. The facilities were opened in January 2017 however some customers had changed to alternative gyms whilst the works were undertaken impacting on the overall target figures despite the gym remaining open for all but four days.
16. KPT 3 has not been achieved, primarily because some of the customers on the health wise pre-paid scheme may well have been targeted to this membership rather than the inclusive form of membership thereby reducing the numbers on this targeted membership. There was recognition within the GLL team that there was a need for a member of staff with a specific role to identify and promote this form of membership. This appointment was made in the last quarter of the reporting year and the benefits are already evident in increasing inclusive memberships.
17. KPT 9 has not been achieved, due mainly to the number of referring organisations increasing and also the number of referrals coming to the facilities from MIND. GLL have found that the completion rates tends to be lower from this customer group when compared with customers with more physical disabilities. GLL continue to work closely with all our customers to ensure that the programmes meet their needs irrespective of the impact on their KPTs.
18. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors against all KPT:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	<b>3.9 – 4.299</b>	4.3 – 5.0
Classification	Poor	Weak	Fair	<b>Good</b>	Excellent

19. Based on GLLs performance an overall “average” KPT performance rating score of 4.14 (Good) has been achieved. The result in the previous year was 4.57 (Excellent). The loss of customers caused by the closure of the White Horse Leisure and Tennis Centre pools had a significant impact on GLL's user figures. Despite the closure they still managed a four per cent growth in active users across the contract. It is highly likely that the target of six per cent would have been achieved had the closure not been required. Based on GLL achieving an “excellent” rating in 11 out of 14 KPT and considering the impact of the works identified in 15 above the head of service has made a judgement on KPT performance as excellent
20. Based on this performance, the head of service has made a judgement on KPT performance as follows:

KPT judgement 

<b>Excellent</b>
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Previous KPT judgement for comparison 

Excellent
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## DIMENSION 2 – CUSTOMER SATISFACTION

21. GLL carried out and collated customer satisfaction surveys during 2016/17. Details of the questions asked are attached as Annex A of this report.
22. The sample size for this survey was 2,046 a significant increase from the 945 samples achieved in 2015/16. This is the minimum number of surveys expected for the remaining years of the contract. When added to GLLs own annual satisfaction survey undertaken over the summer the joint survey numbers are greatly increased.
23. GLL has achieved an overall customer satisfaction score of 4.31 which is increased from the 4.16 achieved in 2015/16. The weaker areas of service identified by this process and the additional comments gathered from the surveys help to form part of the action plan for the year ahead included in Annex B.
24. In addition to the customer satisfaction surveys, officers monitor customer comments received by each facility and those received directly by the council. Any negative comments that could have significant service or safety implications are feedback to GLL to ensure that appropriate action is taken. Positive comments especially when related to a named member of the GLL team, are feedback to GLL. In Annex A there is a breakdown of the number and type of comments received.
25. The number of adverse comments has dropped when compared to 2015/16. There were 503 in 2016/17 compared to 651 in 2015/16. The number of positive comments has also dropped from 174 to 168. This set of outcomes is positive when you consider the closure of the pools at the White Horse Leisure and Tennis centre and the major building works to the gym for a large part of the year. These works had the potential to generate large numbers of adverse comments but to GLL’s credit that was not the case.
26. For reasons of consistency with previous assessments, the following is a guide to the assessment of GLL on customer satisfaction:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	<b>4.3 – 5.0</b>
Classification	Poor	Weak	Fair	Good	<b>Excellent</b>

27. The overall score achieved by GLL for customer satisfaction is 4.31. Based on this performance, the head of service has made a judgement on customer satisfaction as follows:

Customer satisfaction judgement **Excellent**

Previous customer satisfaction judgement for comparison **Good**

## DIMENSION 3 – COUNCIL SATISFACTION

28. Five officers associated with the contract have commented on the council’s satisfaction with the delivery of the contract during 201/17 – these can be seen in Annex C. These are the:

- facilities development (leisure) officer who deals primarily with the management of the leisure facilities
  - leisure co-ordinator who undertakes inspections of the facilities
  - partnership development officer who deals with the specialist participation element of the contract
  - leisure facilities project officer x 2 these officers have an input to the contract management aspect of the client team and work closely with GLL teams to deliver capital projects funded by the council.
29. This is now the second year in the reporting cycle and both GLL and council officers have worked hard to make improvements to the delivery of the service.
30. During 2016/17 there have been significant improvements made to the services across both councils which have required co-operation from GLL management teams in all centres. The range of projects which have been undertaken include:
- new gym equipment in Thame, Abbey and White Horse Leisure and Tennis Centre
  - new LED lighting in the sports hall at Henley Leisure Centre
  - new LED lighting in the pool and sports hall at Faringdon Leisure Centre
  - new LED lighting in the sports hall at Wantage Leisure Centre
  - new pool air handling unit at Henley Leisure Centre
  - three new air handling units at White Horse Leisure and Tennis Centre
  - major pool works at White Horse Leisure and Tennis Centre
  - gym extension at White Horse Leisure and Tennis centre
  - new air conditioning units at White Horse leisure and Tennis centre.
31. These projects required a concerted effort from GLL to liaise with customers, re organise activity programmes and provide many out of hours and overnight work teams in order to keep the service operational.
32. Despite the challenges of operating 11 complex and multi-disciplined facilities, GLL has continued to support a range of charitable and developmental initiatives during the year, these included Swimathon, Sport Relief and hosting a GLL evening to present awards to talented athletes living in South and Vale sponsored by the GLL sports foundation.
33. Officers had expressed concern about the high level of staff turnover across the contract with GLL appearing to have difficulty recruiting suitable candidates to certain posts. In January 2016 GLL increased the salaries of a number of front line posts to assist with recruitment and retention. The initial impact of this decision has been positive.

34. GLLs community team have worked in partnership to deliver some significant outreach successes. Walking football has grown across both districts culminating in a tournament involving teams from West Oxfordshire, Reading and South and Vale. The event was supported by the Vale Chairman Councillor Mike Badcock. Other successes include:
- Davis Cup Trophy Tour – 690 children coached during a day with the Davies Cup
  - West region Club Games – 26 more mature competitors represented South and Vale in GLLs regional games against teams from Chiltern and South Bucks, West Oxfordshire, Reading and Swindon
  - GLL National Club Games – the South and Vale badminton teams were invited to represent the districts in London
  - National pickleball competition – in May 2016 the White Horse Leisure and Tennis Centre hosted the first national pickleball competition with over 80 players taking part. 15 competitors represented South and Vale finishing second and third overall
  - In September 2016 two visually impaired activities took place with over 20 people young and old alike taking part in a range of sports activities and competitions representing Oxfordshire against Berkshire
  - In October 2016 a girl's primary school football tournament was held at Henley Leisure Centre with 65 competitors representing seven schools as part of the FA's National Girls Football week.
35. GLL works with the council's participation team to deliver projects such as GO Active, Active Women and Sportivate. To support these projects the councils asked GLL to demonstrate the Social Return on Investment. This aspect of the relationship needs further work and the participation team are working closely with GLL to achieve that outcome.
36. The school holiday activities programme is now being run by GLL on behalf of the councils. The play scheme style activities have worked well and had a good attendance across most centres. Further work is required on the sports specific activities and a better working relationship with local clubs would help to address this. Marketing of activities could also be improved.
37. The participation team worked with GLL to deliver its annual swimming offer in May and June 2016. The campaign was a success with over 476 people registering for the offer across South Oxfordshire and the Vale, 65 more than last year. Improved communication amongst the team should make this an even more popular initiative next year.
38. The partnership promoted the Club Games for older customers competing on behalf of both councils. An awards evening was hosted for aspiring athletes who receive funding support from the Greenwich Sports Foundation.
39. It should be noted that the participation team were required to chase information in regard to holiday programmes and Sportivate projects that were significantly delayed.

The situation is much improved through regular meetings and a routine update of information.

40. The partnership also delivered a general election count for the three constituencies within our boundaries dealing with many logistical issues in a professional and helpful manner.
41. The Chairman of the Vale council, cabinet member for leisure, Paralympian Louise Hunt, representative of GLL and Francis construction attended the official opening of newly refurbished and extended gym at the White Horse Leisure and Tennis Centre.
42. In the first few months of the contract there was concern regarding the number of issues identified as part of the client monitoring visits. Whilst the number of issues remains a concern GLL have taken steps to deal with these matters. At the start of the reporting year the client team saw improvements both in a reduction in the number of issues identified and inspection scores improving. The major change was GLLs appointment of a regional facilities manager to co-ordinate maintenance across the GLL west region contracts and in addition a partnership facilities manager for South and Vale who is responsible solely for our contract. This role has been key to the improvement in the monitoring scores and the increase in the council's client team satisfaction.
43. When a centre consistently reaches 90 per cent plus scores from its monitoring visits the centre, as an incentive is given a month off from a monitoring visit and subsequent visits that maintain these standards increasing incrementally up to a maximum of three months off. The table in Annex F shows the scores achieved in April 2015 and then in March 2016 giving an average score between the start and end of the year. This resulted in an improvement of 11 per cent over the year from an average of 79 per cent in 2015 to 91 per cent in 2016.
44. We have worked closely with GLL to implement these changes and the benefits of improved maintenance, monitoring scores and information flow, have already been evidenced. It is still disappointing that the client team still appear to be the catalyst for identifying reactive maintenance issues and it is hoped that GLL can challenge this aspect of their responsibilities in 2017/18.
45. Communication is critical to the delivery of services, and on the centre management side of the contract that works well. There appears to be some concern on the partnership and development side of the contract that communication is not as comprehensive or timely. Some changes have been made to overcome this but for the year ahead this needs to be a focus for GLL and the council teams.
46. Based on GLL's performance, an overall council satisfaction rating of 3.8 has been achieved increasing from 3.5 in the previous year. An analysis of council satisfaction can be found in Annex C
47. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on customer satisfaction:

Score	<3.0	3.0 – 3.399	<b>3.4 – 3.899</b>	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	<b>Fair</b>	Good	Excellent

48. Based on this performance, the head of service has made a judgement on council satisfaction as follows:

Council satisfaction judgement 

<b>Fair</b>
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Previous council satisfaction judgement for comparison 

Fair
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## OVERALL ASSESSMENT

49. Taking into account the performance of the contractor against KPT, customer satisfaction, council satisfaction and the other areas of note above the head of service has made an overall judgement as follows:

Council satisfaction judgement 

<b>Good</b>
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Previous overall assessment for comparison 

Good
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## STRENGTHS AND AREAS FOR IMPROVEMENT

50. Annex D of this report records strengths and areas for improvement relating to the performance of the contractor over the last year. We have worked with GLL to develop an action plan to address areas for improvement. The plan is attached as Annex B and will be delivered in 2017/2018.

## CONTRACTOR'S FEEDBACK

51. A key feature of the process for reviewing the performance of contractors is that the council provides them with an opportunity to give their feedback on the assessment, including suggestions for improvements to council processes. This is included in Annex E attached to this report.

## FINANCIAL IMPLICATIONS

52. There are no financial implications arising from this report.

## LEGAL IMPLICATIONS

53. There are no legal implications arising from this report.

## CONCLUSION

54. The contract deals with more than 2.2 million visits each year. The variety and complexity of the services provided by GLL demonstrate the size and scale of the task to meet customer needs and expectations.
55. Taking into account the performance of the contractor against KPTs, customer satisfaction and council satisfaction, the head of service has made an overall judgement based on GLL achieving an excellent, excellent and fair rating in the three categories.

56. The head of service has assessed GLLs overall performance as “good” for its delivery of the leisure management contract for 2016/17. The committee is asked to make any comments to the Cabinet Members with responsibility for leisure to enable them to make a final assessment on performance by way of an individual Cabinet Member Decision.
57. If the committee does not agree with the head of service assessment, then this report will be referred to Cabinet and a final assessment of GLLs performance made.

# ANNEX A – CUSTOMER SATISFACTION

		Overall Score
1	Ease of getting through on telephone	4.32
2	Time Spent at Reception	4.40
3	Ease of booking and paying at reception	4.32
4	Ease of booking and paying online	4.19
5	Range of activities available	4.26
6	Opening Hours of centre	4.39
7	Times activities are available	4.42
8	Ease of Parking	4.23
9	If Fast track pods were available, how useful were they	4.28
10	Availability of product information	4.33
11	Quality of available information on websites	4.32
12	Quality of customer information available	4.26
13	Quality of customer information available	4.31
14	Quality of temperature of pool and pool hall	4.26
15	Quality of lighting in activity area	4.25
16	Quality of lighting in activity area	4.32
17	Quality of flooring in activity area	4.18
18	Quality of artificial turf pitches	4.28
19	Quality and range of clothing and equipment available	4.34
20	Food Range available	4.21
21	Food Quality available	4.20
22	Food Value for money	4.20
23	Food Reliability of service	4.16
24	Cleaning Changing Facilities	4.25
25	Cleaning Toilet Facilities	4.24
26	Cleaning Activity Area	4.37
27	Cleaning Café area if applicable	4.31
28	Cleaning Reception Area	4.27
29	Cleanliness of inside of centre as a whole	4.34
30	Cleanliness of outside of centre as a whole	4.22
31	Visibility of professional, well presented and uniformed staff	4.42
32	Helpfulness and knowledge of staff	4.46
33	Motivation and enthusiasm of coach/instructor	4.47
34	If staff were available were they able to assist you fully	4.44
35	Value for money of activities	4.40
36	Overall satisfaction with your visit today	4.40
Average Score		4.31

The average score reached in 2016/17 was 4.31 across the contract, which is a significant improvement on last year and reflects the effort put in by GLL to improve services. The GLL team should be commended for their efforts and we will continue to work with the centre managers and partnership management to maintain and improve this score.

Customer comments are also monitored. The volume of comments received during the reporting year is detailed below and broken down by complaint and compliment.

Feedback received directly by GLL

<b>Type of Complaint to GLL</b>	<b>Yearly Total 2016/17</b>	<b>Type of Compliment to GLL</b>	<b>Yearly Total 2016/17</b>
Cleaning	64	Cleaning	22
Staffing	31	Staffing	76
Equipment / Environment	73	Equipment / Environment	20
Communications / On-line	37	Communications / On-line	2
Repairs & Maintenance	78	Repairs & Maintenance	3
Classes	102	Classes	42
Memberships	25	Memberships	0
Miscellaneous	19	Miscellaneous	0
<b>TOTALS</b>	<b>429</b>	<b>TOTALS</b>	<b>165</b>

In 2015/16 the number of complaints made to GLL totalled 611 and the compliments received by GLL numbered 171

Feedback received directly by the councils

<b>Type of Complaint to Councils</b>	<b>Yearly Total 2016/17</b>	<b>Type of Compliment to Councils</b>	<b>Yearly Total 2016/17</b>
Cleaning	17	Cleaning	0
Sessions / Classes	22	Sessions / Classes	1
Communications / On-line	2	Communications / On-line	0
Repairs & Maintenance	23	Repairs & Maintenance	0
Staff	4	Staff	2
Campsite	1	Campsite	0
Memberships	1	Memberships	0
Miscellaneous	4	Miscellaneous	0
<b>TOTALS</b>	<b>74</b>	<b>TOTALS</b>	<b>3</b>

In 2015/16 the number of complaints made to the councils totalled 40 and the compliments received by the councils numbered 3

## Annex B – Action plan for 2017/18

Action	Owner	Due date
Review the café menu at Didcot Wave	GLL	July 2017
Review activity programmes at all centres	GLL	September 2017
Invest more in Didcot Wave	GLL / Council	March 2018
Provide Hub Room to Thame Leisure Centre	GLL	December 2017
Introduce improved vending service	GLL	September 2017
Improve changing rooms at Henley pool	Council	December 2017
Improve cleaning at Henley pool changing rooms	GLL	Ongoing
Speed of answering telephones at WHLTC	GLL	Ongoing
Queues at reception at WHLTC	GLL / Council	September 2017
Improve hairdryers at poolside WHLTC	GLL	September 2017
Improve gym and changing facilities at Faringdon LC	GLL / Council	Ongoing
Improve car parking at Wantage	Council	September 2017
Improve the GLL website through accuracy and quality of information as well as diligence of GLL staff checking content. Corporately information should be fed back that customers do not find the website clear easy or logical to use	GLL	Ongoing
Improve communication between council and GLL teams with particular emphasis on participation and development	GLL / Council	Ongoing
Improve social media communications	GLL	December 2017

# Annex C – Council Satisfaction for 2016/17

This assessment allows the council (as a client) to record its own satisfaction with aspects of a contractor's performance which lie outside Key Performance Targets and customer satisfaction. Each officer with direct knowledge and who frequently interacts with the contractor should complete this form. Some questions can be left blank if the officer does not have direct knowledge of that particular question.

The numbers indicated in the following table are the total number of responses received for each question

Contractor 

GLL
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From (date) 

1 April 2016
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 To 

31 March 2017
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## SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
1 Understanding of the client's needs		5			
2 Response time		3	1	1	
3 Delivers to time		2	2	1	
4 Delivers to budget		3			
5 Efficiency of invoicing		3		1	
6 Approach to health & safety		5			

## COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
7 Easy to deal with	3	1			
8 Communications / keeping the client informed		3	1		
9 Quality of written documentation		4	1		
10 Compliance with council's corporate identity		1	2		
11 Listening		3			
12 Quality of relationship	4				

## IMPROVEMENT AND INNOVATION

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
13 Offers suggestions beyond the scope of work		2	2		
14 Degree of innovation	1	1	2		
15 Goes the extra mile		3	1		
16 Supports the council's sustainability objectives		1			
17 Supports the council's equality objectives		4			
18 Degree of partnership working	2	2			

The following table is a summary of council satisfaction based on the completed questionnaires

Rating	Votes	Score equivalent	Total
very satisfied	10	X 5	50
satisfied	46	X 4	184
neither satisfied or dissatisfied	12	X 3	36
dissatisfied	3	X 2	6
very dissatisfied	0	X 1	0
<b>Total</b>	<b>71</b>		<b>276</b>

The overall council satisfaction is calculated as follows:  $276 \div 71 = 3.8$  (refers to point 46 in the report)

## KEY DOCUMENTS

If required, has the contractor provided the council with annual updates of the following documents?

1. Updated equalities information (Yes)
2. Updated utility information (Yes)
3. Updated concept evolution information (Yes)

# ANNEX D - STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths	Centre managers and partnership manager especially are approachable and willing to help in all situations
	Monitoring scores have on the whole been maintained at a high level and services improved
	Works well in partnership at high level providing updates on contract issues
	Teams work well to deliver joint projects including major works especially on carbon reducing schemes and building projects
Areas for improvement	GLL website in terms of navigation, information and resource to update pages
	Facility teams identifying issues in centres rather than the client team providing work lists
	Communication with the participation team in particular and when undertaking projects and the customer interface necessary to update visitors to the facilities
	Management and updating of social media sites

# **Annex E - Contractor 360° feedback**

## **CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT**

### **Dimension 1 – KPT's**

KPT 2, the outcome in patronage is well above UK averages, and despite the difficulties GLL faced with the closure of the White Horse Leisure and Tennis Centre swimming pool, the contractual target of 2% was still exceeded.

KPT 3 - GLL has recently introduced a dedicated disability Fitness Instructor with a project focus of increasing disability usage in both districts, and confident this figure will improve going forward.

KPT 9 – Percentage of referrals completing Healthwise programme (GP referral) was a difficult target given that the scope for referrals has widened. The introduction of 'mental health' referrals as part of the scheme has made this particularly challenging. GLL are confident this target can be met in future reporting years and are committed to continuous improvement with numerous measures already underway to achieve further development in 2017/2018.

### **Dimension 2 – Customer Satisfaction**

GLL is proud of the overall score of "Excellence" with the average of 4.31. There is still a significant amount of investment taking place in the centres and to score "Excellence" with a majority of this still to be completed GLL is confident this score can only improve going forward.

In 2017/18 GLL have split the surveys being completed. It has been agreed between GLL and the council client the Annual User Survey will be completed in July/August. This has enabled an increase in surveys completed for the council and improved tangible data to make comparison of satisfaction surveys at different stages of the year.

### **Dimension 3 – Council Satisfaction**

GLL is confident that there has been ongoing improvement in Client Monitoring visits and satisfaction with the results being achieved. Although GLL does acknowledge the improvement required with regards staff highlighting items from their own day to day operation of the leisure centres.

GLL have implemented Community Sports Manager positions related to each district to increase its community delivery impact and working relationship with the partnership and development team. GLL acknowledges the comments related to the delay in communication and is confident these changes made will improve this ongoing relationship.

Feedback provided by 

Ben Whaymand, Partnership Manager GLL
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Date 

18/08/2017
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## Annex F – Client Monitoring Scores

	Contract Year 2		
	2015/16		
CENTRES	Client Monitoring April 2015	Client Monitoring March 2016	Variance
Abbey SC	81%	93%	+ 12%
Didcot LC	87%	93%	+ 6%
Wave	77%	89%	+ 12%
Henley LC	80%	88%	+ 8%
Park SC	83%	92%	+ 9%
Thame LC	85%	94%	+ 9%
Faringdon LC	81%	93%	+ 12%
Wantage LC	82%	94%	+ 12%
WHLTC	77%	91%	+ 14%
Abbey Meadows	74%	94%	+ 20 %
Riverside	72%	88%	+ 14%
Yearly Average	79%	91%	+ 11%