

Joint Scrutiny Committee Report

Report of head of community services

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To: JOINT SCRUTINY COMMITTEE

DATE: 10 September 2019

2018/19 performance review of Greenwich Leisure Limited (GLL)

RECOMMENDATION

That the Joint Scrutiny Committee considers Greenwich Leisure Limited's (GLL) performance in delivering the joint leisure management contract for the period 2018/19 and makes any comments before a final assessment on performance is made by Cabinet Members with responsibility for community service by way of an individual Cabinet Member Decision for both councils.

PURPOSE OF REPORT

1. The report and its format are based on the council's performance review of contractors template and considers the performance of GLL in providing the joint leisure management service in South Oxfordshire and Vale of White Horse for the period 1 April 2018 to 31 March 2019. This is the third 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 council’s 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 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. 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.
9. The main deliverables within the contract are to:
 - provide a minimum income from each of the remaining years of the contract of £159,089.40 to South Oxfordshire which has reduced and £1,138,136.40 to the Vale which remains unchanged.

- 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.
10. The figure for South Oxfordshire was reduced from £411,278.76 following contract renegotiations. This was due to the council having to operate the Didcot Wave and Didcot Leisure Centres beyond 2018, when it was anticipated a new leisure centre would have been operational replacing both of those older facilities. This was approved by Cabinet and Council as part of the council’s budget setting process for 2018/19.
11. The table below shows GLL’s performance for the previous and current year. The scores are as follows:

Performance Dimensions	2017/2018	2018/2019
Key Performance Targets	Good	Excellent
Customer Satisfaction	Excellent	Excellent
Council Satisfaction	Good	Good
Overall Score	Good	Excellent

DIMENSION 1 – KEY PERFORMANCE TARGETS (KPT)

12. This contract has fourteen KPTs. These KPTs were compiled in 2013 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 consider 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.
13. These targets were agreed at the start of the 2018/19 year using the actual achievements from the previous contract year and reflected anticipated trends and changes to services and facilities. The 2018/19 KPT results have been used to inform target setting for 2019/20 and will be used to develop the trend analysis that will happen as the contract progresses.

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 1	Increased total visits year on year	>4%	5%	excellent	5
KPT 2	Increased total activity visits year on year	>6%	6%	excellent	5
KPT 3	Increased year on	>40%	>12%	poor	1

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
	year growth of inclusive membership (disabled pre-paid)				
KPT 4	Increased year on year growth of concessionary leisure card holders (pay and play)	>0%	3%	excellent	5
KPT 5	Attrition (prepaid memberships only gym, swim etc. not swim school)	<8.5%	5.85%	excellent	5
KPT 6	Average length of stay, direct debit members (excluding swim school)	>11.3 months	12.27	excellent	5
KPT 7	Reduce customer complaints to Councils	<60	65	fair	3
KPT 8	Percentage of bookings made on line	>50%	66%	excellent	5
KPT 9	Percentage of referrals completing Healthwise programme (GP referral)	>65%	67%	excellent	5
KPT 10	Conversion rate from Healthwise programme to Healthwise membership	>60%	64%	excellent	5
KPT 11	Decreased year on year energy usage (electricity) KWh per visit	>6%	9%	excellent	5
KPT 12	Decreased year on year energy usage (gas) KWh per visit	>20%	24%	excellent	5
KPT 13	Decreased year on year energy usage (water) cubic metres per visit	>10%	45%	excellent	5
KPT 14	Annual user satisfaction survey	>87%	87%	excellent	5
Overall "average" KPT performance rating score (arithmetic)					4.57

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
average)					
Overall “average” KPT performance (excellent, good, fair, weak or poor)					Excellent

14. KPT 3 has not been achieved, this is due to the continuing difficulty in customers across both districts taking up this form of membership. Although user numbers taking part in pre-paid inclusive activities have increased by 20 percent on the previous year's figures. The numbers of these users converting to inclusive memberships is below target therefore GLL are undertaking a series of improvements by increasing the number of activities, the development of an Access Guide with the councils and partnerships with groups and organisations across the districts. It is hoped that this will allow the community team to spread the information and benefits of memberships for this target market. The council and GLL will continue to keep this membership under review to ensure it is meeting the needs of the target group.
15. KPT 7 has fallen short of the target, the council's client team raised two main areas of operational concern with the GLL managers as soon as they became apparent through the client monitoring of the facilities and the customer complaints received by the council.
16. The concerns related to the Abbey Meadow interactive water feature and the Riverside interactive water feature and campsite. Both water features require regular routine cleaning throughout their operating season to minimise the growth of algae, which if left untreated, can result in very slippery conditions and ultimately the facilities being taken out of service. The condition of both water features reached a point where urgent action was required to prevent closure and contract default penalties being awarded.
17. The campsite at Riverside is a unique facility which has a shower and toilet block supporting the camping pitches available to holiday makers. It is the responsibility of the GLL team for that facility to ensure that the showers and toilets are appropriately maintained, cleaned and stocked to provide for the holiday makers' needs. Unfortunately, the cleaning, led to a proportionately large number of complaints to the council. These were resolved after GLL implemented changes to the cleaning regime. Some maintenance issues were identified, but a large number of these were caused by one group of customers which impacted on other users and unfairly led to many more complaints against GLL.
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 KPTs:

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

19. Based on GLL's performance an overall "average" KPT performance rating score of **Excellent** has been achieved. The result in the previous year was 4.14 (Good). Based on GLL achieving an "excellent" rating in 12 out of 14 KPTs which is two more than the previous year, 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

Excellent

Previous KPT judgement for comparison

Good

DIMENSION 2 – CUSTOMER SATISFACTION

21. GLL carried out and analysed customer satisfaction surveys during 2018/19. Details of the questions asked are attached as Annex A of this report.

22. The sample size for this paper-based survey was 2,104, a slight increase from the 2,071 samples achieved in 2017/18. This year the councils aligned its questions with GLL's electronic survey to members. This has provided us with a more diverse customer base and offered another snap shot of performance during the year.

23. GLL also operate an electronic survey using the same questions, but a percentage scoring matrix. In 2018/19 the number of surveys completed was 2048 and an average satisfaction score of 87percent or 4.35, an increase on 2017/18's score of 85percent.

24. GLL has achieved an overall customer satisfaction score in the paper-based survey of 4.44, which is an increase from the 4.33 achieved in 2017/18. The average of both scores, equates to 4.39. 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. These are included in Annex B.

25. 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 provided immediately to GLL to ensure that appropriate action is taken. Positive comments especially when related to a named member of the GLL team, are also provided to GLL. In Annex A, there is a breakdown of the number and type of comments received.

26. As 2018 was the first year that the Abbey Meadow pool re-opened, GLL undertook a survey of customers during the 2018 season, in conjunction with the client team, to establish thoughts on the refurbishment. The key findings from 200 completed surveys were:

91.5percent of customers were satisfied with their visit

81percent of customers were happy with the operational hours

98.4percent of customers would recommend the pool to a friend

Over 50percent of customers utilising the Abbey Meadow pool also used the splash pad and play park.

27. The number of adverse comments reported to the council has significantly dropped when compared to 2017/18. There were 536 in 2018/19 compared to 808 in 2017/18. The number of positive comments has risen from 388 in 2017/18 to 398 in 2018/19. It is clear from the detail found in the table in annex A that the largest area of customer concern lies with the classes area of the service. These concerns ranged from cancelled classes, insufficient choice of class, quality of equipment or other related matters. The client team have raised concerns over the numbers of classes provided at some facilities and the way in which recruitment for instructors takes place. These discussions will continue with GLL to ensure that there remains a balanced programme of classes and that instructors are not required to hold unnecessary qualifications which can impede recruitment.
28. Cleaning comments to GLL have reduced overall from 121 to 67, however, the number of cleaning comments to the council has increased from 12 to 33, which can indicate that GLL are not dealing with issues sufficiently, which leads customers to escalate matters to the council. This aspect of the service has been acknowledged by GLL as requiring attention and steps have been taken to ensure improved standards are being delivered for the new reporting year.
29. It is encouraging that over 150 customers complimented staff on their delivery of the service, and this reflects the majority of experiences that customers have when visiting our centres. All customer comments to GLL are reviewed at the monthly client meetings as part of the regular monitoring of the service.
30. 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	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

31. The overall score achieved by GLL for customer satisfaction is 4.44 this is an increase on the 2017/18 score of 4.33. 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 **Excellent**

DIMENSION 3 – COUNCIL SATISFACTION

32. Eight officers associated with the contract have commented on the council's satisfaction with the delivery of the contract during 2018/19 – the combined scores are listed in Annex C.
33. This is now the fifth year in the reporting cycle and both GLL and council officers have continued to develop and make improvements to the delivery of the service.

34. Officers identified that the quality of the relationship and partnership between Council officers and GLL continues to be positive and GLL have improved communication when compared to 2017/18 scores. Centre managers and the Partnership manager remain very approachable and willing to help in all situations. Monitoring levels have generally been maintained at a high level and services improved. Areas for improvement are the GLL website in terms of ease of navigation and accuracy of information. Also officers expect GLL facility team to identify issues sooner rather than relying on the client team to identify. There is a good understanding at an operational level of the clients needs and this is reflected in the improved score for 2018/19.
35. During 2018/19 there have been significant challenges in operating the two outdoor facilities in Abbey Meadow in Abingdon and Riverside in Wallingford. Abbey Meadow outdoor pool opened after its refurbishment, which provided GLL a new pool to operate. This GLL did with great endeavour and with only one operational issue, which related to the opening hours. GLL responded positively to these comments by extending the opening hours at their risk. Riverside pool was operated without any similar issues and the council received no complaints regarding the operation of the pool.
36. The way in which GLL monitor repairs and maintenance has changed, the software has been replaced which appears to be an improvement. The client team have continued to monitor the use of this system with the GLL team to ensure information and works are maintained effectively. This has also contributed to GLL improve its score in regard to meeting the Councils sustainability objectives. The partnership maintenance manager has had their duties split across another GLL region, this was a change made without the approval of the client team, and Officers are monitoring closely to ensure no deficiencies in service.
37. The council's client team carry out performance monitoring visits to ensure that the services provided by GLL are in accordance with the contract agreement. This includes monthly inspections, with incentives for GLL when they exceed performance expectations. The table in Annex G shows the scores achieved in April 2018 and then in March 2019 giving an average score between the start and end of the year. This outcome is based on the use of the old process to ensure continuity with previous years scores. This resulted in an improvement of one per cent over the year from an average of 91 per cent in 2018 to 92 per cent in 2019. Overall GLL have generally maintained the centres at a high level and services have improved.
38. Officers continue to work closely with GLL to implement these changes and the benefits of improved maintenance, monitoring scores and information flow, have already been evidenced. It's disappointing the client team still appear to be the catalyst for identifying reactive maintenance issues and it is suggested that more emphasis is needed from GLL to get its management teams to liaise closer with its maintenance team to action works and plan repairs in a more timely and effective manner.
39. As part of the contract there has been a significant investment to the reduction of the leisure centres' carbon footprints and to reduce energy consumption. In the reporting year GLL and the council introduced LED lighting at the White Horse Leisure and Tennis centre tennis and sports hall and will do the same for the pool hall in 2019/20. New boilers were procured for Thame Leisure Centre that will reduce energy consumption and costs.

40. It is now widely recognised that sport and physical activity brings significant social value that can be measured by improvements in health, social, economic and environmental wellbeing. These impacts are being measured in monetary terms by GLL using the latest research and via the Datahub Social Value Calculator (developed by Experian and Sheffield Hallam University). It uses operator data and sector wide benchmarking to give an insight to the value in community savings generated across four key areas – health care; education; wellbeing and crime. These impacts were first measured in 17/18 for the two districts. In 2018/19 the social value (i.e. saving our leisure facilities make to the local community) for South was calculated at £8,925,085 and for Vale £9,707,866. This was an increase of 14.6percent in south and a decrease of 4.66percent in Vale, from the previous year.

41. GLL’s community team have continued to work in partnership with the council teams to deliver some significant outreach successes. Since April 2018 the team have worked individually and collaboratively with the council’s participation team to deliver a significant programme of community activities. These are detailed in Annex D, some of the successes include:

- 222 swimmers took part in Swimathon 2018 across both districts raising £13,296 for charity in the process.
- Third annual 55+ Better Club Games was a great success and continues to grow year on year with strong representation by South & Vale residents.
- In collaboration with a number of partners a dedicated event for people with visual impairment held at White Horse Tennis and Leisure Centre was a great success.
- Over 200 young disabled athletes took part in the mini Paralympics event held at White Horse Tennis and Leisure Centre.
- There were targeted programmes for older people, women and girls, children and disabled people throughout the year including focus programmes and interventions of encouraging people struggling with mental health to be more physically active.

42. Based on GLL’s performance, an overall council satisfaction rating of 3.91 has been achieved increasing slightly from 3.77 in the previous year. An analysis of council satisfaction can be found in Annex C.

This places GLL’s score into the category of Good for this year’s performance.

43. 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	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

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

Council satisfaction judgement **Good**

Previous council satisfaction judgement for comparison **Good**

OVERALL ASSESSMENT

45. Considering 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 overall satisfaction judgement **Excellent**

Previous overall assessment for comparison **Good**

STRENGTHS AND AREAS FOR IMPROVEMENT

46. The following highlights the strengths and areas for improvement relating to the performance of the contractor over the last year:

Strengths

- Centre managers and partnership manager remain very approachable and willing to help in all situations.
- Monitoring scores have generally been maintained at a high level and services improved.
- Works well in partnership at high level providing updates on contract issues.
- Teams continue to 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 accuracy of information which we suggest is down to the resource to update and review pages by individual managers.
- GLL website in terms of its ease of navigation for customers to find their preferred service.
- GLL facility teams identifying issues in centres rather than the client team providing work lists.
- Communication which is clear and understandable to update and inform visitors to the facilities.
- Staff are available in gyms as required by the contract.

47. We have worked with GLL to develop an action plan to address areas for improvement. The action plan is attached as Annex B and will be delivered in 2019/2020.

CONTRACTOR'S FEEDBACK

48. 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

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

LEGAL IMPLICATIONS

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

CONCLUSION

51. 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 thousands of customer needs and expectations.

52. There remains a need for GLL to resource the contract either through budgets or staff to continually improve the cleaning and maintenance of facilities

53. Considering 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 good rating in the three categories.

54. The head of service has assessed GLLs overall performance as Excellent for its delivery of the leisure management contract for 2018/19. 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.

55. 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	4.35
2	Time Spent at Reception	4.41
3	Ease of booking and paying at reception	4.47
4	Ease of booking and paying online	4.39
5	Range of activities available	4.37
6	Opening Hours of centre	4.61
7	Times activities are available	4.45
8	Ease of Parking	4.44
9	If Fast track pods were available, how useful were they	4.52
10	Availability of product information	4.50
11	Quality of available information on websites	4.35
12	Quality of customer information available	4.44
13	Quality of customer information available	4.63
14	Quality of temperature of pool and pool hall	4.46
15	Quality of lighting in activity area	4.49
16	Quality of lighting in activity area	4.53
17	Quality of flooring in activity area	4.41
18	Quality of artificial turf pitches	4.60
19	Quality and range of clothing and equipment available	4.41
20	Food Range available	4.12
21	Food Quality available	4.11
22	Food Value for money	4.04
23	Food Reliability of service	4.18
24	Cleaning Changing Facilities	4.43
25	Cleaning Toilet Facilities	4.45
26	Cleaning Activity Area	4.42
27	Cleaning Café area if applicable	4.79
28	Cleaning Reception Area	4.41
29	Cleanliness of inside of centre as a whole	4.45
30	Cleanliness of outside of centre as a whole	4.38
31	Visibility of professional, well presented and uniformed staff	4.50
32	Helpfulness and knowledge of staff	4.56
33	Motivation and enthusiasm of coach/instructor	4.62
34	If staff were available were, they able to assist you fully	4.57
35	Value for money of activities	4.53
36	Overall satisfaction with your visit today	4.57

The average score reached in 2017/18 was 4.33 across the contract and in 2018/19 the score was 4.44, which is a small improvement on last year. The GLL team should be

commended for their efforts and the client team will continue to work with the general managers and partnership management to maintain and further 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 and over the main areas of the operation to cause concern.

Feedback received directly by GLL

Type of Complaint to GLL	Yearly Total 2018/19	Type of Compliment to GLL	Yearly Total 2018/19
Cleaning	67	Cleaning	38
Staffing	18	Staffing	158
Equipment / Environment	47	Equipment / Kit	21
Communications / On-line / Phone bookings / website	34	Communications / On-line / Phone bookings / website	4
Repairs & Maintenance	60	Repairs & Maintenance	2
Classes / sessions / lessons	109	Classes	58
Temperatures of showers and pools	47	Parties	9
Opening hours	17	Memberships / pricing	5
Tired and shabby areas	29	General facility	103
Vending / refreshments	8		
Memberships / refunds / prices	33		
Miscellaneous	67		
Totals	536	Totals	398

In 2018/19 the number of complaints made to GLL totalled 536 and the compliments received by GLL numbered 398.

Feedback received directly by the councils

Type of Complaint to Councils	Yearly Total 2017/18	Type of Compliment to Councils	Yearly Total 2017/18
Cleaning	19	Cleaning	1
Cleaning - Splashpads	14	Staff	1
Membership	2		
Sessions / classes / bookings	8		
Communications / On-line	3		
Repairs & Maintenance	3		
Staff	5		
Websites / customer info	4		
Miscellaneous	7		
TOTALS	65	TOTALS	2

In 2018/19 the number of complaints made to the councils totalled 65 and the compliments received by the councils numbered 2.

Two years ago, GLL introduced a new customer feedback mechanism called Listen 360 which encourage customers to feedback on their whole experience. This continues to increase the number of issues raised by customers which allows managers to deal quicker with difficulties in a more direct fashion. Unfortunately, the number of complaints to the councils have increased this year due mainly to the issues relating to the water features and Wallingford camp site as detailed within the main body of the report.

Annex B – Action plan for 2019/20

Action	Owner	Due date
Refurbish changing rooms and sports hall floor at Abbey Sports Centre	GLL/Council	2019/20
Didcot Wave, improve wet side cleaning, improve air conditioning in gym, upgrade café, add more equipment in gym and improve car park lighting	GLL/Council	2019/20
Upgrade Henley dry side changing rooms to match the wet side.	Council	2019/20
Upgrade Thame dry side toilets	Council	2019/20
White Horse Centre, improve wet side cleaning, manage waiting lists for swimming lessons, improve tennis courts outside, classes are too full, more weights in the gym.	GLL	2020
Faringdon Leisure Centre, Refurbish the wet side changing rooms more car parking.	Council/GLL	2019
Wantage Leisure Centre, more range of gym equipment, refurbish wet side changing rooms.	Council/GLL	
Improve Identification of maintenance and issues in every centre	GLL	Immediate
Ensure staff in every gym as per the contract	GLL	Immediate
Improve recruitment of coaches/instructors	GLL	Immediate
Improve Access Security at White Horse LC	GLL/Council	2019/20

Action Plan Outcomes for 2018/19

Action	Owner	Due date	Update
More staff in gym in Sports Centre Gyms	GLL	As quickly as possible	There is a general shortage of trained fitness instructors in the local market place. GLL are trying a range of initiatives to try to fill these gaps.
No sauna available at Thame	Council	Within 2018/19	It was hoped pool side remedial works to the pool would have been completed to allow this work to proceed. Unfortunately, the pool works have continued into 2019/20 but as soon as they are satisfactory this facility will be installed but unlikely in 2019/20
Car Park needs to be bigger at Thame	Council/GLL	As quickly as possible.	Outside council or GLL control. Dialogue with Lord Williams School and OCC is on going and some additional capacity has been negotiated
Vending machines often out of order	GLL	Quarter 3 18/19	Updated machines have electronic fault reporting which should enable speedier repairs.
Improve Dry Side changing rooms at Henley Leisure Centre	Council	2018/19	Procurement for contractor is underway with works to be complete by Autumn 2019
Website needs	GLL	2018/19	There are

improvement			restrictions placed on the partnership team in how they can manage and control the website. The client team have requested change to the corporate site but this has implications for the whole of GLL and not just our contract.
Insufficient space on classes at WHLTC	GLL	2018/19	Issue of space and overall programme of classes is controlled by a set of criteria designed by a central team and applied across the whole company. This limits the ability of local managers to adapt and change their programmes especially when the number of classes is set by the membership size of the centres gym.
Hair Dryers require replacement on poolside at White Horse	GLL	2018/19	Replaced March 2019, now under contract.
More class spaces at Faringdon Leisure Centre	GLL	2018/19	See White Horse explanation
More classes at Wantage Leisure Centre	GLL	2018/19	See White Horse explanation
Centre teams to be more alert to maintenance and cleaning issues	GLL	2018/19	GLL has an excellent facilities software programme called WAM

			however staff are not utilising it fully to ensure works are identified and resolved.
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Annex C – Council Satisfaction for 2018/19

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 question.

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

Contractor

From (date) To

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dissatisfied	(1) Very dissatisfied
1 Understanding of the client's needs		4			
2 Response time			3.86		
3 Delivers to time			3.71		
4 Delivers to budget		4.33			
5 Efficiency of invoicing		4			
6 Approach to health & safety			3.86		

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dissatisfied	(1) Very dissatisfied
7 Easy to deal with		4.29			
8 Communications / keeping the client informed		4			
9 Quality of written documentation			3.86		
10 Compliance with council's corporate identity			3.33		
11 Listening		4			
12 Quality of relationship		4.43			

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			3.33		
14 Degree of innovation			3.33		
15 Goes the extra mile			3.60		
16 Supports the council's sustainability objectives		4.33			
17 Supports the council's equality objectives		4.17			
18 Degree of partnership working		4.33			

The following table details all the scores obtained from officers to provide the council satisfaction based on the fully completed questionnaires

Rating	Votes	Score equivalent	Total
very satisfied	14	X5	70
satisfied	70	X4	280
neither satisfied or dissatisfied	23	X3	69
dissatisfied	0	X2	0
very dissatisfied	0	X1	0
Total	107		419

The overall council satisfaction is calculated as follows: $419 \div 107 = 3.91$ (refers to point 40 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 WAM information (Yes)

Annex D – Community Activities

April 2018

Swimathon 2018

During the weekend of 27th April- Sunday 29th April swimming pools across South Oxfordshire and Vale of White Horse took part in Swimathon, the world's biggest fundraising swim!

- £13,269 raised in total
- 222 swimmers in total across both districts, an increase of 57 and 35percent on 2017
- Swimming pools taking part: White Horse Leisure and Tennis Centre, Henley Leisure Centre, Faringdon Leisure Centre, Wantage Leisure Centre and Didcot Wave Leisure Pool and Gym
- Large increase in participation at both Faringdon LC and Didcot Wave

May 2018

Team South Oxfordshire and Vale of White Horse win Club Games

Third annual 55+ Better Club Games, which is a celebration of physical activity and competitive sport for older people. The day was extremely competitive and showcased some great talent from the older generation. Team SOX and Vale won 4/6 of the events crowning the partnership for the second year in a row.

- 38 participants from SOX and Vale took part in the event
- 5 partnership took part in the event
- SOX and Vale finished 1st in Badminton, Walking Football, Table Tennis and Pickleball
- The event showcases the work that Better and both District Councils have invested in over 55's activities

June 2018

'Have a go day' for people with a visual impairment at White Horse Leisure and Tennis Centre

The day was organised by BBS, GLL, Oxfordshire's County Sport Partnership (OXSPA), The Oxfordshire Association for the blind (OAB), and Oxfordshire County Council Support Services. In 2016 the centre delivered a similar event to celebrate the start of the Paralympics, which saw 15 visually impaired juniors attend.

- 40 people took part in the event aged from 5 to 60.
- Sports included: Rock Climbing, Archery, Guide Running, Tennis, Cricket, Boccia and Pilates.
- Give those who have a visual impairment, opportunities to try a range of sporting activities

July 2018

Better Supports Oxfordshire Play Day Association across South Oxfordshire and Vale of White Horse

OPA's mission is to champion and to support the rights of all children and young people to have access to high quality inclusive play opportunities. Better has supported these events for several years, as we believe it a great way to promote our summer activities as well as offer free activities to the local community.

- Strong BETTER presence with free activities taking place such as Tennis, Face Painting, stationary cycling and pickleball
- Over 1500 people attended the Play Days across all venues

Berinsfield Fete

The event marked 60 years since the creation of Berinsfield, and this culminated in a celebration over 3 days involving live music with sports and activities provided by local organisations

- 100 free passes given away for residents to visit the centre at a later date
- BETTER delivered short tennis at the event as well as brought BETTET Man along
- 50 items of free merchandised was given away

August 2018

South Oxfordshire Pickleball Tournament

The tournament brought together Pickleball players from Better leisure centres White Horse Leisure and Tennis Centre, Thame Leisure Centre, Park Sports Centre, Didcot Leisure Centre, Wantage Leisure Centre and also some players from Better leisure centres in West Oxfordshire for a social Pickleball tournament in partnership with GO Active Gold.

- 25 players took part in the tournament
- 250 games of Pickleball were played
- Players were invited to the Vale of White Horse Tournament which took place in December 2018

September 2018

Tennis Open Day

White Horse Leisure and Tennis Centre Tennis Team visited 11 local primary schools to offer free tennis coaching throughout September. Each child received a certificate inviting it to the Open Day at the White Horse Leisure and Tennis Centre.

- 11 Schools visited in the lead up to the Open Day
- 140 children attended the Open Day
- 99 of those in attendance were new to tennis

October 2018

Older Person's Day

This event took place at Thame Town Hall and White Horse Leisure and Tennis Centre in partnership with Age UK and Go Active. People over 60 received a free MOT Functional Fitness 'test'. The MOT tested older people on every day movements and provided participants on where they are compared to someone else of the same age.

- 36 over 60's received the MOT at WHLTC
- 40 over 60's received the MOT at Thame Town Hall
- Promote Healthwise
- Promote happier and healthier lives

November 2018

The centre was visited by Tracey Proudlock, founder of Proudlock Associates and inclusion specialist. Tracey was a part of the UK Active judging panel in 2018 where the WHLTC were nominated for The Disability and Inclusive Award. Tracey tweeted how impressed she was with the facilities.

December 2018

Vale of White Horse Pickleball Tournament

White Horse Leisure and Tennis Centre hosted its annual Christmas Pickleball Tournament for the fourth consecutive year. This tournament brought together all players

that participate in weekly sessions across Oxfordshire both at BETTER leisure centres and in the community.

- 60 players
- 7 games per player
- Organised by Megan Horwood and Gill Smith (Volunteer of the year nominee)
- Attended by members of South Oxfordshire and Vale of White Horse DC- Go Active Gold Project
- Attended by Councillor Monica Lovett, Chairman of Vale of White Horse DC

Henley Leisure Centre and White Horse Leisure and Tennis Centre's Staff and Customers Donate to Local Hospital

Both Henley Leisure Centre and White Horse Leisure and Tennis Centre collected presents from customers and staff members for their local hospital. The Abingdon centre collected for John Radcliffe and the Henley centre for Royal Berkshire Hospital. The response was overwhelming from both staff and customers.

- 248 presents in total were collected
- 135 presents from Henley LC
- 113 presents from WHLTC (42 more than last year)

February 2019

Tennis Programme Reaches New Heights

White Horse Leisure and Tennis Centre reaches its highest number of pupils on tennis courses. 480 pupils now attend its programme, which is a 12percent increase YOY. The programme has development over the last 3 years with a focus on getting more people introduced to tennis.

- 12percent YOY increase
- Centre outreach programme to Primary School pupils
- Re structure of tennis programme to focus on the introduction of tennis
- Open Day in May and May tennis outreach programme should see a further increase

WHLTC hosted the Panathlon, a mini Paralympic event engaging those with disabilities

The event is organised by Panathlon with the support of Active Oxfordshire. 200 young people took part in the events with 20 young volunteers supporting. The event took place at the White Horse Leisure and Tennis Centre.

- 200 pupils with a disability took part in the event
- 20 young volunteers support Active Oxfordshire with the organisation and delivery

March 2019

Didcot Leisure Centre host a new Table Tennis session aimed at those struggling with their Mental Health

This is the first time the Community Sports manager has worked with the Berkshire based mental health charity, Sports in Mind. The charity has grown over the last 6 months and now covers the Oxfordshire area.

- 8-10 players per session
- Volunteer led
- Free for participants- funded by Sport in Mind
- Discounted venue hire

Those with Diabetes benefit from Swim Project with Go Active Diabetes

From the 1st March until 31st May, those with Diabetes will benefit from discounted swim sessions. This project is in partnership with Go Active Diabetes.

- Swimming highlighted as a top 3 activity for those with diabetes
- £1 per swim
- Funded by Go Active Diabetes
- Engaged with the inactive

Annex E - Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT

Dimension 1 – KPT's

GLL is extremely proud by the rating of “Excellence” against the KPT's set in conjunction with the Councils and GLL for the reporting year.

Some significant milestones being set with record breaking patronage numbers coming through the doors in both districts leisure centres whilst continuing to reduce carbon emissions is a testament to what is being achieved in our partnership together.

KPT 3 – Whilst GLL achieved “Poor” in this element of the Dimension there has been significant traction already in 2019/20 in working relationships within the community to increase our ‘Inclusive’ membership base. Unfortunately, some of the working groups took a while to come to fruition leaving it too late in the year to achieve and impact the target set.

KPT 7 – Although slightly off scoring with a “Fair” at 65 complaints to the council we feel it must be recognised that there have been over 2.7m visits to the council's facilities across both districts in the past year and is a relatively low number coming directly to the council in proportion. All of these have been wholly addressed within GLL and were mainly heavily related to the outdoor pools where we saw record levels of customers visiting these pools during the season. GLL have every confidence these will reduce into the forthcoming reporting year.

Dimension 2 – Customer Satisfaction

GLL is proud of the overall score of “Excellence” with the average of 4.44. There is still a significant amount of investment taking place in the leisure centres, and we are confident GLL can continue to improve their customers experience going forward.

The Listen 360 system has continued to ensure engagement with our customers is immediate and early comments can be addressed. This is a real-time customer engagement system that alerts and nightly email's summaries. Listen 360 helps the staff to listen closely, respond quickly, to customers. Staff can instantly feedback on the services being provided to our customers and provide immediate communication with them.

Dimension 3 – Council Satisfaction

GLL is content with the score of 'Good' in Dimension 3. The improvements seen with Client Monitoring visits and the satisfaction with the results being achieved is welcomed. One for which we continue to strive to develop with the council leisure team.

We are very proud of the successes we have made with the council's leisure centres and being recognised as 'Excellence' in our delivery of our partnership with both district councils. Some of these achievements have also been recognised widely across the UK through various award schemes GLL places them in. GLL are delighted with achieving the KPT's set (above contract requirements), and that we continue to achieve above industry trends. The leisure market has never been tougher within the UK with record numbers of gyms opening last year. We are confident the close partnership work we have with the council's leisure team we will continue to buck the trend in the UK by continuing to grow effectively.

Feedback provided by

Ben Whaymand, Partnership Manager GLL
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Date

July 2019

Annex F – Client Monitoring Scores

CENTRES	Contract Year 3		Variance
	2018/19		
	Client Monitoring April 2018	Client Monitoring March 2019	
Abbey SC	93.2%	93.9%	0.7%
Didcot LC	97%	95.5%	-1.5%
Wave	93.1%	92.5%	-1.4%
Henley LC	92.1%	91.9%	-0.2%
Park SC	91.8%	91.4%	-0.4%
Thame LC	95.2%	96.3%	1.1%
Faringdon LC	95.2%	95%	-0.2%
Wantage LC	92%	93.6%	1.6%
WHLTC	93%	94.1%	1.1%
Abbey Meadows	89.5%	98.4%	8.9%
Riverside	91.9%	89%	-2.9%
Yearly Average	92.8%	93.7%	6.8%