

Joint Scrutiny Committee Report

Report of Head of Development and Corporate Landlord

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To: JOINT SCRUTINY COMMITTEE

DATE: 21 September 2023

2022/23 performance review of Greenwich Leisure Limited (GLL)

RECOMMENDATION

That the Joint Scrutiny Committee considers the performance of Greenwich Leisure Limited (GLL) in delivering the joint leisure management contract for the period 2022/23 and makes any comments before a final assessment on performance is made by Cabinet Members with responsibility for Leisure through 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 the contractor's 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 2022 to 31 March 2023. This is the eighth report of the joint contract that 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 aims to 'focus on a sustainable recovery that prioritises community well-being and resilience as well as economic prosperity'.

- Vale of White Horse aims to ‘help build and support thriving local communities, where everyone can enjoy the opportunity to live a happy and fulfilling life’ and ‘ensure that our council and our district play their part in tackling the Climate Emergency’.

BACKGROUND

3. Managing contractor performance is essential for delivering the South and Vale objectives and targets. The councils leisure services are outsourced meaning the authority has an established process in place of working with contractors to deliver these 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 facilities 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 usually 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 for the councils and runs from 1 September 2014 until 31 August 2026. The contract extension is part of the GLL Support Package agreed during the pandemic and signed by way of a Deed of Variation (DoV) on 12 May 2022.
9. 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:

- 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.
- provide a minimum income from each of the remaining years of the contract of £127,817.02 (plus Retail Price Index each subsequent year thereafter) to South Oxfordshire which has reduced as part of the DoV, and £1,309,713.48 (plus Retail Price Index each subsequent year thereafter) to the Vale which has also reduced due to DoV.

11. The figure for South Oxfordshire was reduced from £411,278.76 this is due to contract renegotiations. Otherwise, the council had 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.

12. During Covid-19 the council negotiated with GLL a support package by way of DoV to alter the existing contract through the impact of the pandemic. Management fee adjustments were supported to enable the continuation of leisure centre provision in the wake of Covid-19. The support package was presented at a confidential Scrutiny meeting held on 27 June 2022 for South and 28 June 2022 in for Vale.

13. Table 1 below shows GLL’s performance for the previous and current year. The scores are as follows:

14. Table 1 – GLL’s Performance

Performance Dimensions	2021/2022	2022/2023
Key Performance Targets	N/A	Good
Customer Satisfaction	Excellent	Excellent
Council Satisfaction	Fair	Fair
Overall Score	Not Scored	Good

*Item 63 explained in Overall Score

IMPACT ON CONTRACT PERFORMANCE AND DELIVERY

15. The remnants of Covid-19 were still evident in March 2022 with face masks and some restrictions still in place. The impact and recovery were still apparent over the reporting year with performance scores being reflective of the current environment and GLL business delivery.

16. For the reporting year GLL forecasted a return of 85 per cent users and revenue. Parameters set within the performance reporting targets were based on the Transition Plan approved with the DoV.
17. In addition to coming out of Covid-19 and seeing restrictions eased the leisure industry (both inhouse and externally commissioned) including GLL were faced with additional significant operational costs seen due to the energy bills crisis.
18. The crisis was caused by a variety of economic factors, including the rapid post-pandemic economic rebound that outpaced energy supply and escalated into a widespread global energy crisis following the Russian invasion of Ukraine.
19. Energy costs are the second highest cost after staffing. With a range of ageing leisure stock across both districts this is further exacerbated by energy inefficient plant and uninsulated facilities.
20. Government support was provided in the early stage to energy-intensive industries, but leisure centres and swimming pools were not equally protected from high-energy prices. This placed further pressure on the financial delivery by GLL in the wake of coming out of the pandemic.
21. The council has been successful with a further Salix grant through the Government. Both White Horse Leisure and Tennis Centre and Wantage Leisure Centre have had successful bids to decarbonise both facilities. This will see Air Source Heat Pumps and Solar Photovoltaic Cells installed over the course of a two-year project.
22. In an announcement in the Spring Budget (15 March 2023), the UK government pledged £63m to support publicly owned swimming pools and leisure centres as part of a one-year scheme to relieve pressure caused by high fuel bills.
23. 2022-2024 Climate Action Plan reported greenhouse gas emissions in 2019/20 46.8 per cent in South and 51 per cent in Vale for leisure centres. Those being the largest property emissions experienced for each district council.

DIMENSION 1 – KEY PERFORMANCE TARGETS (KPT)

24. The KPT's have been set as presented at Scrutiny on the 20 October 2022 and through the support package agreement made under the leisure contract.
25. KPT's have been reflective of the industry change indicated in the 2021/2022 report and as per parameters set within the Transition Plan.
26. Previous performance year 2021/22 targets were difficult to set due to the ongoing restrictions imposed by the Government and the unsettled year the leisure industry was experiencing. This made it impossible for Officers to collate data from GLL on the delivery of Dimension 1.
27. The KPT's set are agreed each contract delivery year and have been agreed as the measures going forward. The set criteria for the KPT's can be seen in the report with the performance achieved against those measures agreed with GLL.
28. The contract has twelve KPTs. These KPTs were compiled after the pandemic and agreed at scrutiny in October 2022. The KPTs consider areas of shared importance to elected members and officers in reporting on the contractor's performance. The

KPTs would be reported to cabinet members and senior officers on a quarterly basis so areas of success and concern can be discussed in a timely way.

29. KPT's have been set for 2022/23 reporting year to support the leisure industry returning back to normal operations. Financial performance targets both for revenue and Profit/Loss accounting were administered. These KPT's are 5 and 6 where historically live membership levels were used and was agreed during the previous Scrutiny reporting year patronage (which remains) was relevant. Also given the circumstances surrounding debt repayment and financial delivery to protect the councils interests financially it was important to introduce financial performance reporting into the Scrutiny Report. The performance targets for both KPT's 5 and 6 are directly administered to the performance forecasted by GLL through their Transition Plan agreed at the time of the support package and DoV agreement.
30. KPT's 11, 12 and 13 changed slightly as the previous performance related to customer usage. It was agreed it would be more viable to relate this directly to consumption reduction supporting both council Climate Action Plans 2022-24.

Table 2 – Key Performance Targets

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	85% of 2019/20 total	95% of 2019/20 total	Excellent	5
KPT 2	Increased total activity visits year on year	85% of 2019/20	94% of 2019/20	Excellent	5
KPT 3	Increased year on year growth of inclusive membership (disabled pre-paid)	1% increase	65% increase	Excellent	5
KPT 4	Increased year on year growth of concessionary leisure card holders (pay and play)	1.5% increase	6,100% increase	Excellent	5
KPT 5	Financial performance against Transition Plan - Income	85% of 2019/20 financial position	81.27% of 2019/20 financial position	Fair	3
KPT 6	Financial Performance against Transition Plan – Profit and Loss	More the -20% of Transition Plan position	-5,101% of Transition Plan	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)
KPT 7	Average social value of participant £'s	More than £90's per participant	£92 per participant	Excellent	5
KPT 8	Reduce customer complaints to Councils	Less than 60 complaints	27 complaints	Excellent	5
KPT 9	Percentage of bookings made online	Greater than 85%	92% of bookings made	Excellent	5
KPT 10	Decreased year on year energy usage (Electricity & Gas) kWh	Reduction of 3% on 2021/22	Reduction of 24%	Excellent	5
KPT 11	Decreased year on year energy usage (water) cubic meters	Reduction of 3% on 2021/22	Increase of 11% (Without leak a reduction -15%)	Poor	1
KPT 12	Annual user satisfaction survey (NPS)	Greater than 0%	Improved satisfaction of 3%	Excellent	5
Overall "average" KPT performance rating score (arithmetic average)					4.17
Overall "average" KPT performance (excellent, good, fair, weak, or poor)					Good

31. KPT 4 – Growth of Concessionary Membership – it was difficult to ascertain a benchmark figure due to the impact and loss of memberships following the lifting of the restrictions. A significant number of memberships were lost due to the closure of the facilities with the reliance on members return to activity. Officers envisage this end of year position to allow a more accurate guidance to KPT setting for the 2023/24 reporting year. This must not detract from GLL's strong performance with a significant push on memberships and the return of a strong build in their concessionary membership.
32. KPT 5 – Financial income - has fallen short of the revenue position set within the Transition Plan forecasted by GLL. This measure was used based on industry expectations of 85 per cent of customers returning from 2019/20 pre-Covid 19 levels. South performed with an improvement against forecasted revenue position however Vale was short of forecasted position. Health and Fitness memberships are still the worst affected for both districts. On a positive note, swimming lessons have seen major improvements across both districts since 2019/20.
33. KPT 6 – Finance P&L - was considerably lower than expected P&L (income minus expenditure) for the reporting year. South performed against the GLL Transition

Plan with an improvement however Vale financial performance was in deficit of the Transition Plan. These figures and discussions have been delivered by GLL as part of a closed confidential presentation. The significance of this margin of performance has been in the main down to the energy crisis and cost of living increases playing a significant factor. -3,200 per cent of the figure being down to utilities alone. However overall income performance delivery in Vale is a concern and the direction of travel for WHLTC.

34. KPT 7 – social value - is a new performance measure, but critical to its importance. The social value indicator benchmarks in monetary terms the value that physical activity has in the local community or programme is making in the districts. The social value calculator tool gives insight to the value in community savings generated across four key areas: Health care, Education, Wellbeing and Crime. The KPT indicates that for every resident using the facility in South and Vale at present has a value of £92 in benefit to the areas and services indicated. This financial value indicates the benefit one person coming in to participate in leisure activity provides £92 in improved health and reduced pressure on the NHS, and improved wellbeing along with increased educational attainment and reduced crime. Providing tangible values to the reduction in financial pressures placed on other services with increase participation within our leisure centres. The national benchmark through Sport England Moving Communities is £113.52. Whilst this figure is higher it was important to set a foundation position for this new KPT. Cities around the UK tend to have a high value per head due to population numbers and locality of leisure facilities. This figure was set to gauge an early indication to district performance with the aim of getting to the national average.
35. Whilst KPT 8 – complaints - is 'Excellent' it must be noted that 50 per cent of the complaints made were about the Wantage Leisure Centre. Officers have been concerned over the standards set at the facility and unfortunately had to issue two contractual Warning Notices for Wantage Leisure Centre over the course of the Scrutiny year.
36. KPT 11 - water use - was the only other performance target missing delivery. This was directly related to Abbey Sports Centre and a significant leak under the building. This issue has now been resolved by GLL and will show an improvement in the next Scrutiny year.
37. It is worth highlighting the significant performance in KPT 10 where consumption levels have significantly reduced compared to 2019/20 where the last full reporting year was achieved. To put this into perspective South has decreased by 1,337,921 kWh which is a 20.68 per cent drop in consumption levels since 2019/20. Vale has decreased by 1,965,280 kWh which is a 26.51 per cent drop in consumption levels since 2019/20. A number of these projects have been through council projects utilising s106 and CIL funding of various decarbonisation works relating to LED lighting, inverters to variable speed drives, but also works to operational delivery. GLL staff being more aware of Building Management Systems controls, reduction in circulation pumps to turnover swimming pools using accurate calculations rather than assumptions.

SUMMARY OF WEIGHTING SCORE - PERFORMANCE

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

38. Based on this performance, the head of service has made a judgement on KPT performance as follows:

KPT judgement **Good**

Previous KPT judgement for comparison N/A

DIMENSION 2 – CUSTOMER SATISFACTION

39. GLL carried out and analysed customer satisfaction surveys during January – March 2023. Details of the questions asked are attached as Annex A of this report.
40. The sample size for this paper-based survey was 1,392 an increase from the 841 samples achieved in 2021/22. 1,454 samples were achieved in 2019/20 and therefore figures of returned surveys are getting back to normal.
41. GLL has achieved an overall customer satisfaction score in the paper-based survey of 4.43, which is an improvement on 2021/22 with a higher completion rate. 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.
42. 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.
43. The number of adverse comments reported to the council has decreased when compared to 2021/22. There were 27 in 2022/23 compared to 61 in 2021/22. The number of positive comments has dropped from 12 in 2021/22 to 1 in 2022/23. Disappointingly 15 of the complaints were directly as a result of the operations at Wantage Leisure Centre. A majority of these complaints related to cleanliness and maintenance issues. Officers had to issue a 'Critical Warning Notice' by way of a critical performance issue under Clause 12 of the contract as a result of standards witnessed during monthly auditing both H&S and cleanliness. A further performance notice was issued during the reporting year as a 'Non-Critical Warning Notice' by way of a performance issue under Clause 31 of the contract relating to procedural inconsistencies relating to a Stage 1 and Stage 2 complaint made to the council. A full review and investigation was conducted at the time by Officers surrounding the complaint with minor actions being recommended for the contractor to improve in the future. This has enabled the contractor to strengthen their procedures and learnings. The council has found that Wantage Leisure Centre operations has given cause for concern over the performance year whereby issues have caused a lot of

Officer time with handling of complaints and additional visits to ensure standards were improved by GLL.

44. It is clear from the detail found in the table in Annex A that the largest area of customer concern lies with maintenance and cleanliness. The impact seen in the previous reporting year relating to bookings seems to have been resolved with only one reported booking issue complaint received by the council. The pandemic placed a great pressure on bookings and advanced payment for activities, and GLL went through many changes. It seems there has been major improvement in this area with access through online bookings becoming a seamless exercise for residents to access their leisure facility.
45. GLL reported 211 complaint tickets directly over the reporting year. 138 were considered as minor complaint and 73 required a formal response. There were 13 compliments made about the leisure centre services over the course of the year.
46. GLL's customer service is directly managed through their Customer Experience Department (CED). GLL have not provided detail logging of their complaints, but further breakdown of the exact complaints needs providing. Currently they are recorded as minor and major complaints which does not provide a detailed breakdown of specific concerns. The centralised system of phoning in seems to have improved greatly, and no further complaints have been received directly to the council on waiting times to get through for support.
47. For reasons of consistency with previous assessments, the following is a guide to the assessment of GLL on customer satisfaction:

SUMMARY OF WEIGHTING SCORE – 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

48. The overall score achieved by GLL for customer satisfaction is 4.43 this is an increase on the 2021/22 score of 4.42. 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

49. Six officers associated with the contract have commented on the council's satisfaction with the delivery of the contract during 2022/23 – the combined scores are listed in Annex C.
50. Participation Team in Active Communities were able to score this Scrutiny year as part of ongoing engagement both onsite and offsite delivery of programmed activities in partnership with Oxfordshire County Council (OCC) as well.
51. This is now the eighth year in the reporting cycle and both GLL and council officers have continued to develop and make improvements to the delivery of the service.

52. Officers identified that the quality of the relationship and partnership between Council officers and GLL has improved slightly in the reporting year to 'Fair'. Officers have however reported that the relationship with Partnership Managers differs significantly across both districts. South works extremely closely with Officers in the Leisure Team. This allows a fluent approach to any day-to-day management of the contract. Whilst some Management arrangements affecting Vale have now been improved, during this reporting period it is recognised that it required improvement. Financial information has been significantly delayed and the Oxfordshire County Council recharges under the Joint Use Agreements have been very slow. This has been a big frustration for Officers especially when it is a third-party account that needs to be cleared and their ability to manage their ongoing budget position.
53. The way in which GLL monitor repairs and maintenance is via Computer Aided Facility Management system (CAFM) called Workforce Asset Management (WAM). The client team have continued to monitor the use of this system with the GLL team to ensure information and works are maintained effectively. There have been improvements to previous years where Officers are seeing more of a regular use of the system. Still evidence at some facilities shows that the raising of maintenance items are from those picked up during monthly audits by the council. Officers would like to see more centre teams picking up their own maintenance items through regular daily checks.
54. The Customer Experience Department (CED) of GLL no longer operates. It was noted that where GLL revisited their processes in call handling and complaints calls received direct to the council have been eliminated and no complaints for the reporting year have been received on this matter.
55. The council's Leisure Officers carry out regular performance monitoring visits. The table in Annex F shows the scores achieved between April 2022 to March 2023 giving an average score throughout the performance year. During the reporting year there has been five leisure centres reporting a drop in score against the previous reporting year. Four of these leisure centres remain above the 90 per cent threshold. Faringdon Leisure Centre has an overall average drop of 3.8 per cent. Overall, it has been noticed by Officers an evident improvement has been made to the leisure centres and this is reflected in the scoring achieved by those facilities. Regular proactive updates have been received from a majority of leisure centre teams to continually improve the services.
56. 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 WHLTC swimming pool and car park and Wantage Leisure Centre. Upgrades also seen at Didcot Leisure Centre, Riverside and Faringdon Leisure Centre LED in various activity areas.
57. During the reporting year Officers have been successful with a further Salix Government grant under Phase 3b and has been awarded £5,992,916 in funding. Projects will be taking place at White Horse Leisure and Tennis Centre and Wantage Leisure Centre over 2023/24 and 2024/25 reporting years.
58. GLL's community team are continuing to engage with Active Communities Participation Team currently looking at opportunities to engage with partnership working. The Active Communities Participation Team have advised during 2022/23

there have still been concerns with delivery and engagement. However, with the recruitment of new staff by GLL this issue has seen significant improvement during the current 2022/23 contract year.

59. Based on GLL's performance, an overall council satisfaction rating of 3.48 has been achieved increasing slightly from 3.45 in the previous year. An analysis of council satisfaction can be found in Annex C.
60. 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:

SUMMARY OF WEIGHTING SCORE – COUNCIL 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

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

Council satisfaction judgement **Fair**

Previous council satisfaction judgement for comparison **Fair**

OVERALL ASSESSMENT

62. It must be noted that the decision was made by cabinet at Scrutiny on 20 October 2022 that 2021/22 reporting year be 'Not Scored' overall due to significant Covid disruption.
63. 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 **Good**

Previous overall assessment for comparison **Not Scored**

STRENGTHS AND AREAS FOR IMPROVEMENT

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

Strengths

- GLL's approach to working with the councils communication team has improved. Specifically noticed with engagement in South and social media close collaboration.

- General Managers and Partnership Manager remain very approachable and willing to help in all situations more evidently in South.
- GLL's frontline team work well with Officers and always support their work where required. This includes making any adjustments to general operational working.
- Monitoring scores have generally been maintained at a high level and services improved.

Opportunities

- Timely receipt of finances to enable Officers to track the accounts against the Transition Plan supplied as part of the Support Package.
- Quarterly tracking of the Joint Use Agreement operational cost to enable Oxfordshire County Council to account for their costs.
- Engagement from General Managers and Partnership Manager in Vale needs improvement. Lack of communication and issue evidenced at site during audits need to be addressed.
- GLL centre teams are identifying issues for themselves rather than the client team providing work lists and the control in use of the CAFM system. Using the system as a live faults system.

65. 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 2023/2024.

CONTRACTOR'S FEEDBACK

66. 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

67. Faringdon Astro Turf Pitch (ATP) has continued to be delayed in its delivery which has impacted the revenue delivery of the GLL contract and council revenue. Discussions between Property Surveyors and OCC continue to agree the Heads of Terms to allow the project to proceed.
68. The financial implications of its delay in delivery against the Invitation to Submit Final Tender are agreed as part of the overall GLL support package taken to council in March 2021. This adjustment continues until the project is practically completed.
69. Quarterly Joint Advisory Boards have recommenced since the GLL Support Package agreement, and summary presentations from GLL on their financial position against their Transition Plan will be delivered.

70. Annual Scrutiny reviews will continue to involve a closed financial session whereby the accounts for the performance year will be presented to councillors based on the Transition Plan submitted as part of the agreed GLL Support Package.
71. Energy prices have continued rising at an unprecedented rate over the course of the Scrutiny year which has not only impacted the leisure industry but the UK economy. GLL continue to lobby with industry bodies to push for Government support and ease the burden of these increases. The impact over 2022/23 for GLL was £951,846 increase in utilities between 2019/20 and 2022/23 across both South Oxfordshire and the Vale of White Horse leisure centres. The change from 2021/22 to 2022/23 alone was an increase of £733,886 with 80 per cent of the energy costs being related to the operation of swimming pools in leisure centres.
72. Officers are working closely with GLL to support with reducing this impact as much as possible with various carbon reduction projects. It is hoped that there will be further grants from the Government through Sport England in the near future to enable Officers to apply for funding to support reducing the burden of these costs as much as possible.

LEGAL IMPLICATIONS

73. A reminder that the DoV provides the contractual legal framework for the support package and means through which the Councils would enforce the terms upon GLL. The DoV has been signed to make the legal obligations of both parties as clear as possible to mitigate against future disputes on these matters and facilitate the continued delivery of the services.

CONCLUSION

74. The contract dealt with more than 2 million visits over the course of 2022/23. GLL are seeing some positive return rates at some centres as much as 95 per cent. A particular noticeable return is at Didcot Wave Leisure Centre where numbers continue to improve. The continued closure of Swindon Oasis and the improvements made on site has had a very positive impact on the visiting public.
75. The variety of projects and decarbonisation works continue at a high rate across both districts. Certainty in their delivery will assist in continually improving the leisure offer we have to local residents and assist with the financial performance experienced before the impact of the pandemic and the utilities crisis.
76. Officers will continue to work on external funding opportunities to assist with future capital and development funding in the delivery of improved leisure provision.
77. 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 a Good, Excellent and Fair rating in the three categories.
78. The head of service has assessed GLLs overall performance as 'Good' for its delivery of the leisure management contract for 2022/23. 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.

79. 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.
80. The trajectory of the Transition Plan's financial performance is currently not in line with that presented during the Support Package arrangements. A further paper on the financial modelling forecast will be presented to Scrutiny in the coming months. This will be based on the remaining term of the contract.

ANNEX A – CUSTOMER SATISFACTION

		Overall Performance
ACCESS		
1	Ease of getting through on telephone	4.14
2	Time Spent at Reception	4.32
3	Ease of booking and paying at reception	4.51
4	Ease of booking and paying online	4.47
5	Range of activities available	4.49
6	Opening Hours of centre	4.41
7	Times activities are available	4.49
8	Ease of Parking	4.46
9	If Fast track pods were available, how useful were they	4.29
FACILITIES / SERVICES		
10	Availability of product information	4.38
11	Quality of available information on websites	4.42
12	Quality of customer information available	4.51
13	Water quality of pool	4.40
14	Quality of temperature of pool and pool hall	4.46
15	Quality and range of activity equipment available	4.42
16	Quality of lighting in activity area	4.52
17	Quality of flooring in activity area	4.31
18	Quality of artificial turf pitches	
19	Quality and range of clothing and equipment available	4.37
FOOD / DRINK		
20	Range available	3.45
21	Quality available	3.60
22	Value for money	3.48
23	Reliability of service	3.60
CLEANLINESS		
24	Changing Facilities	4.42
25	Toilet Facilities	4.40
26	Activity Area	4.44
27	Café area if applicable	4.55
28	Reception Area	4.55
29	Cleanliness of inside of centre as a whole	4.50
30	Cleanliness of outside of centre as a whole	4.28
CENTRE STAFF		
31	Visibility of professional, well presented and uniformed staff	4.55
32	Helpfulness and knowledge of staff	4.49
33	Motivation and enthusiasm of coach/instructor	4.49
34	If staff were available, were they able to assist you fully	4.51

VALUE FOR MONEY		
35	Value for money of activities	4.58
36	Overall satisfaction with your visit today	4.53
Average Score		4.43

There has been no report provided by GLL on the customer satisfaction. The service delivery changed to a Customer Experience Department (CED) led by GLL Head Office. All direct enquiries and complaints have been handled via this service and removed from the leisure centre operation.

Table on feedback received directly by the councils.

Type of Complaint	YEARLY TOTAL
Cleanliness	6
Membership issues	1
Staff	2
Booking issues	1
Vending options	1
Temperature (showers/pool/sports hall)	5
R&M (inc. leaks)	3
Misc. (general complaint centre not specified)	1
Opening hours	1
Safeguarding (formal stage 1 & 2)	2
H&S	4
TOTAL	27

Type of Compliment	YEARLY TOTAL
Facility	1
TOTAL	1

In 2022/23 the number of complaints made to the councils totalled 27 and the compliments received by the councils numbered 1. A comparison of this is 2021/22 reporting year there were 61 complaints and 12 compliments. 14 of the complaints were made about Wantage Leisure Centre with a majority being about cleanliness and temperature issues with showers. This was disappointing as Officers reported issuing a Warning Notice on 7 April 2022 for the Scrutiny report 2021/22 and this was further added to another two Warning Notices being applied on the 21 September and 7 December and a drop in audit scores during the performance period.

A full review and investigation took place at the time by Officers surrounding the Safeguarding compliant with minor actions being recommended for the contractor to improve in the future. This has enabled the contractor to strengthen their procedures and learnings. It is disappointing that the compliments have dropped which have been reported to the council, however this may be due to services operating back to normal and access for residents to GLL CED are a lot quicker since its improvement.

Annex B – Action plan for 2023/24

Action	Owner	Due date
Refurbish sports hall floor at Abbey Sports Centre	Council	2023/24
Refurbishment of the Astro turf pitch at Abbey Sports Centre	Council	2023/24
Completion of PSDS Phase 1 – Solar PV and ASHP at Faringdon Leisure Centre	Council	2023/24
WHLTC dry side disabled ramp and changing places facility to the Sports Hall	Council	2023/24
Replace the Astro turf tennis courts at WHLTC	Council	2023/24
Replace the café at Didcot Wave and turn into an exercise studio	Council	2023/24
Replace gym equipment at Didcot Wave Leisure Centre	GLL/Council	2023/24
Improve Identification of maintenance issues in every centre and PPM schedules	GLL	Immediate
Improve Access Control Security at White Horse LC	GLL/Council	2023/24
Refurbish the Health and Fitness changing rooms and improve the gym fitness offering at Thame Leisure Centre	Council	2023/24
Build Thame Leisure Centre a sauna on poolside	Council	2023/24
Replacement or refurbishment of both Combined Heat and Power units at Thame Leisure Centre and WHLTC	Council	2023/24

Action Plan Outcomes for 2022/23

Action	Owner	Due date	Update
Refurbish changing rooms and sports hall floor at Abbey Sports Centre	Council	2022/23	Completed – changing room. Sports Hall moved to 2023/24
Refurbishment of the campsite changing rooms at Riverside, Wallingford	Council	2022/23	Completed
WHLTC upgrade of pool lighting and car park to LED	GLL/Council	2022/23	Completed
WHLTC dry side disabled ramp and changing places facility to the Sports Hall	Council	2022/23	Moved to 2023/24 due to project load
Replace the splash pad and associated plant at Riverside, Wallingford	Council	2022/23	Completed – July 2023 due to potential flooding in winter
Replace gym equipment at Henley Leisure Centre	GLL/Council	2022/23	Completed
Replace gym equipment at Didcot Wave Leisure Centre	GLL/Council	2022/23	Moved to 2023/24 awaiting sign off of s106 funding
Upgrade Wantage Leisure Centre swimming pool lights to LED	Council	2022/23	Completed
Improve Identification of maintenance issues in every centre and PPM schedules	GLL	Immediate	Ongoing
Improve Access Control Security at White Horse LC	GLL/Council	2022/23	Moved 2023/24 – specification from GLL only just received.
Improved Access Control Security at Didcot Wave Leisure Centre and Thame Leisure Centre	GLL	2022/23	Completed
Replace the Henley Leisure Centre sauna and steam room	Council	2022/23	Completed
Replacement of both Combined Heat and Power units at Thame	Council	2022/23	Experiencing difficulties reconditioning the

Leisure Centre and WHLTC			existing units/working with GLL on actions to be taken
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Annex C – Council Satisfaction for 2020/21

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	GLL		
From (date)	1 April 2022	To	31 March 2023

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
1 Understanding of the client's needs			3.83		
2 Response time			3.50		
3 Delivers to time			3.83		
4 Delivers to budget			3.00		
5 Efficiency of invoicing				2.50	
6 Approach to health & safety			3.67		

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
7 Easy to deal with			3.80		
8 Communication/Keeping Client Informed			3.00		
9 Quality of written documentation			3.25		
10 Compliance with council's corporate identity			3.60		

IMPROVEMENT AND INNOVATION

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
11 Listening			3.50		
12 Quality of relationship			3.75		
13 Offers suggestions beyond the scope of work			3.50		
14 Degree of innovation			3.40		
15 Goes the extra mile			3.50		
16 Supports the council's sustainability objectives.			3.60		
17 Supports the council's equality objectives.			3.60		
18 Degree of partnership working			3.50		

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	0	X0	0
Satisfied	49	X4	196
Neither satisfied nor dissatisfied	34	X3	102
Dissatisfied	6	X2	12
Very dissatisfied	0	X1	0
Total	89		310

The overall council satisfaction is calculated as follows: $310 \div 89 = 3.48$ (refers to point 56 and 57 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)
4. Updated and signed financial accounts (Yes)

Annex D – Community Activities



YOU MOVE

YouMove was a brand new product in 2022 which provides free or low cost activities for families living in Oxfordshire. The initiative was brought about by sports partnership for Oxfordshire, Active Oxfordshire, to help families with a child or children, are in receipt of benefits related free school meals or in need of support; this includes refugee children, young carers and children in or on the edge of care access fantastic range of activities to enjoy together.

We came on board the programme offering a Better Adult/Junior YouMove membership to those with a YouMove card which entitles them to 50 per cent discount on all pay & play activities at Better Leisure Centres across Oxfordshire, with no activation fee.

Working together with the District Councils, the offer was promoted to the relevant families and a total of 220 users registered with GLL for a membership by the end of March 2023. This included 99 adult memberships and 122 junior memberships.

Holiday Activity & Food Programme (HAF)

The Holiday Activity & Food Programme (HAF) is a scheme funded by the Department of Education to provide free holiday provision, including healthy food and enriching activities for children who receive benefits related to free school meals, are vulnerable, or experience social isolation during the school holiday periods. GLL have effectively utilised this funding in other partnerships but 2022 saw seven centres across the three Oxfordshire partnerships run 5 weeks of activity in the summer holidays.

This holiday activity scheme was aimed at children aged from 5 – 12 years old and the activities they took part in included swimming, where children learnt a vital life skill, football, tennis, table tennis, cricket, gymnastics, dance, soft play, trampolining and badminton to name a few. Additionally, more creative activities were on offer including music, board games and arts & crafts to ensure there was something to suit all abilities and needs. There was also a strong emphasis on nutrition with a healthy meal provided and nutritional advice and themed activities.

On completion of a successful summer delivery, the four centres across Oxfordshire achieved 1,309 session bookings (South 403 / Vale 906) including SEN, disabled and EHCP children. Crucially this delivery supported local communities during this period with physical activity and healthy food provision to reduce the holiday gap in areas of high deprivation.



Warm Spaces

Warm Spaces was a new initiative set up in response to this winter's cost of living crisis and offered anyone living in the vicinity of a participating leisure centre a warm welcome, comfortable seating, the opportunity to charge a phone or device, use the free Wi-Fi or even have a hot shower.

Leisure centres are ideally suited to serve as warm spaces, they are easily accessible, known to everyone and a natural meeting place. We had two participating centres in the region; Didcot Wave saw a few people coming along where people can even get a free tea, coffee and biscuit donated by leading wholesale food service company Brakes and the White Horse saw about 10 people dropping in per week to enjoy the hustle and bustle of the café.



Dementia Friendly Staff in Oxfordshire

In March four members of staff from South and Vale undertook the First Steps in Dementia training ran by Later Life Training at Palmer Park Leisure Centre in Reading. The one-day training course is aimed at health and exercise professionals who are working with people living with Dementia for the first time. It provided an introduction to working with people living with Dementia with a focus on physical activity programmes.

Staff left the training day with new knowledge on the participant journey, using conversations and adapting verbal and non-verbal communication strategies, providing programmes that are progressive and challenging and most importantly taking a person-centred approach.

The team look forward to utilising their training and engaging with local community groups to build an offer for people living with Dementia.



Didcot TRAIN

Didcot Leisure Centre and Wave rekindled a relationship with Didcot TRAIN a CIO (Charitable Incorporated Organisation) who work with young people in Didcot. The group came down with around 30 people and used the sports hall to play football and do other activities. The session was funded by South Oxfordshire District Council who will also be looking to help fund future activities at Didcot Leisure Centre and Didcot Wave including a Fitness Instructor led gym-based class on a Friday evening as well as swimming lessons. Last year the group also had swimming lessons ahead of their annual trip to France which helped get some of the children that hadn't swum before prepared.



Orchard Therapeutic Farm Pupils join the Gym

Orchard Therapeutic Farm (OTF) is a primary and secondary learning alternative provision for children aged 8-18 years. They are a special learning provision catering for pupils who have social, emotional and mental health difficulties, including associated challenging behaviours.



To develop their curriculum OTF identified pupils who would be interested in using the gym to help support their physical and mental health. We now have four pupils who are attending weekly sessions on a Tuesday morning in term time at Abbey Sport Centre in Berinsfield, supervised by a member of staff from OTF. The pupils were given a full induction and the option to have a bespoke training plan.

The sessions have been going really well with pupils remarking that it has helped build their confidence as they didn't previously feel they could attend the gym alone. OTF will have a new intake of pupils soon and they wish to continue to offer the gym sessions and expand the provision.

Give a Gift Appeal

The White Horse Leisure & Tennis Centre team and their very own PR person 'Push Up Pam' took the lead in supporting the community in more ways than providing a healthy and active lifestyle this Christmas. BBC Radio Oxford's Give a Gift Appeal focuses on collecting unwanted Christmas gifts and the White Horse Leisure & Tennis Centre, along with ten other centres, became collection points for any unwanted items.

The Christmas presents will then be sold off in a sale locally to raise money for the BBC Children in Need appeal. The campaign started on 26 December with the sale happening on 28 January.



Julia Wootton, BBC Radio Oxford's Outreach & Partnerships manager, said: "We are delighted to have Better Leisure Centres all across Oxfordshire on board again as donation points for BBC Radio Oxford's 'Give a Gift' Campaign. This Christmas, more than ever, no one wants to see waste when others are in need. So, if you've ended up with a gift that you know you'll never actually use or don't really want, donate it to us at your nearest Better centre, and we'll sell it to raise cash for Children in Need. Instead of putting that pair of socks you don't want or the toiletries you'll never use at the back of a draw – give them to our Give a Gift Appeal!"

GLL Sports Foundation

South Oxfordshire and the Vale of White Horse ran an awards evenings to celebrate its talented athletes who received either financial or membership support through the GLL Sports Foundation (GSF). The event had 46 athletes awarded a place on the programme with support totalling £26,200 worth of financial and membership support. On 23 November, athletes, guests and VIPs gathered at the Beacon, Wantage, for an evening to celebrate the success of the region's athletes.





Disability Award & Inclusive Activities

Sue Auger, the Tennis Manager at the White Horse Leisure & Tennis Centre, is no stranger to the Oxfordshire Lawn Tennis Association Awards and in March 2022 she was awarded the prestigious Disability Award, an award she had previously won in 2017 and 2019 – well done Sue!

The LTA Tennis Awards celebrate the achievements made by outstanding individuals and venues in tennis throughout the past year, from grassroots tennis to elite performance. Sue’s work involves overseeing a huge programme of disability activities including downs syndrome sessions, visually impaired tennis, wheelchair tennis and home education sessions for children with learning difficulties.

Aside from the good work being done in disability tennis, a refreshed programme in 2022 of inclusive swimming, seated exercise, walking football, wheelchair dance, Boccia and many more activities continued at the Windrush Leisure Centre and others throughout the region.

“I’m thrilled Sue has won this award. She works to make sure the tennis programme is inclusive for all. She is always looking at ways to expand the sessions on offer. Me and the whole team are extremely proud of her” – Pam Radley, Centre Manager



Riverside Swim Doctor

Riverside ran adult learn to swim lessons over the summer with swimmers learning how to do front crawl for the first-time as well as other skills and strokes.

With one swimmer recently reporting that they continued with their swimming afterwards and have now completed the Blenheim Triathlon.



Inclusive Family Swim Didcot Wave

Didcot Wave hosted an Inclusive Family Swim for any family in Oxfordshire with a child with SEND needs, below is a snapshot of the impact this had:

The inclusive swim opportunity at Didcot wave has allowed the whole family to access the full amenities at the leisure centre in an environment that is safe. By safe, this means that siblings who can be embarrassed by their siblings with additional needs, behaviour difficult (drawing attention that would prefer to be avoided!). This has also created opportunity for peer support for young people who have a brother or sister who have additional needs. Parents have also been able to use the opportunity to meet other parents widening their support field and creating opportunities of sharing useful information.

Asylum Welcome 11 April 2022

On Monday 11 April a group of children from the Oxfordshire Organisation Asylum Welcome visited Didcot Leisure Centre and Didcot Wave.

The children were 6–10 year old asylum seekers who are currently being looked after by Asylum Welcome.

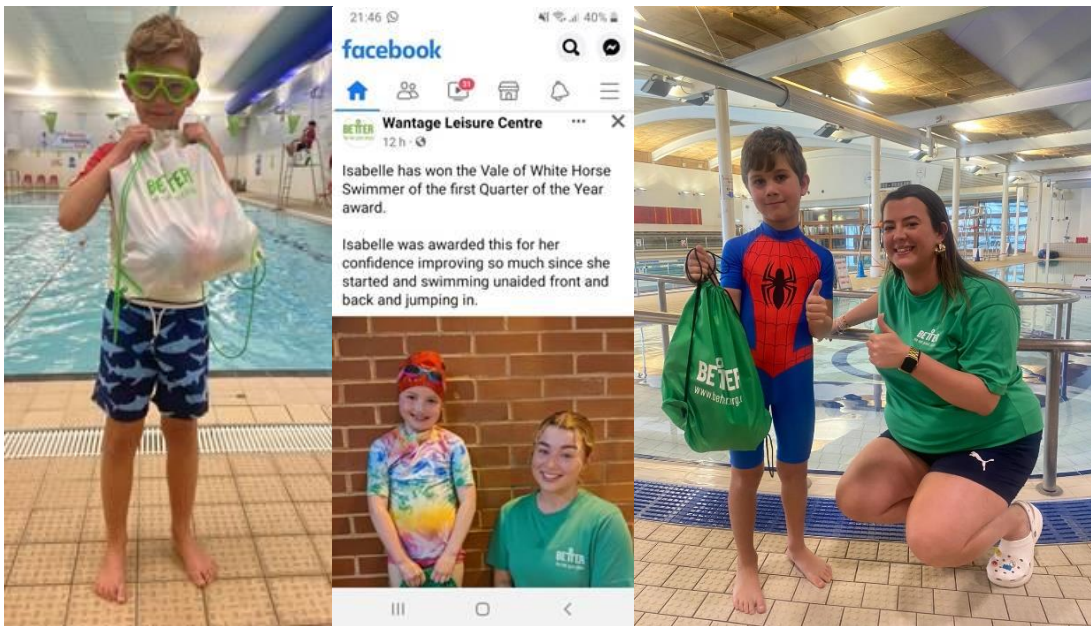
The children were accompanied by a translator and administrator from Asylum Welcome as well as a few parents. They played football at Didcot Leisure Centre before walking to Didcot Wave.

At Didcot Wave the children were able to have a fun session in the pool with noodles and toys. They had 2 swimming teachers with them in the water, who did activities such as star floats, swimming through hoops and collecting sinkers. The session was done for free and as a fun informal activity.

The children thoroughly enjoyed the day and Asylum Welcome phoned afterwards to express their thanks again and said all the children came back and were telling everyone about what they had done and how great it was.

Swimmer of the Quarter Awards

Swim school have recognised swimmers across each partnership who have achieved goals and overcome challenges in their learn to swim journey. Swimmers are nominated from each partnership and receive a swimming goodie bag in recognition of their achievements.



May 2022 Dementia Awareness Fundraiser

In support of Dementia Awareness week, on Wednesday 18 May, a team of five team members took part in a sponsored 6km Wantage Leisure Centre. Raising £150 for Alzheimer’s Society. Research shows there are 850,000 people living with dementia in the UK alone, with numbers predicted to rise to over two million by 2051. Alzheimer’s Society provides information and support for people with all forms of dementia and those who care for them. The event went really well with 2 full time Lifeguards, 2 Lead Teachers and ASSL swimming.



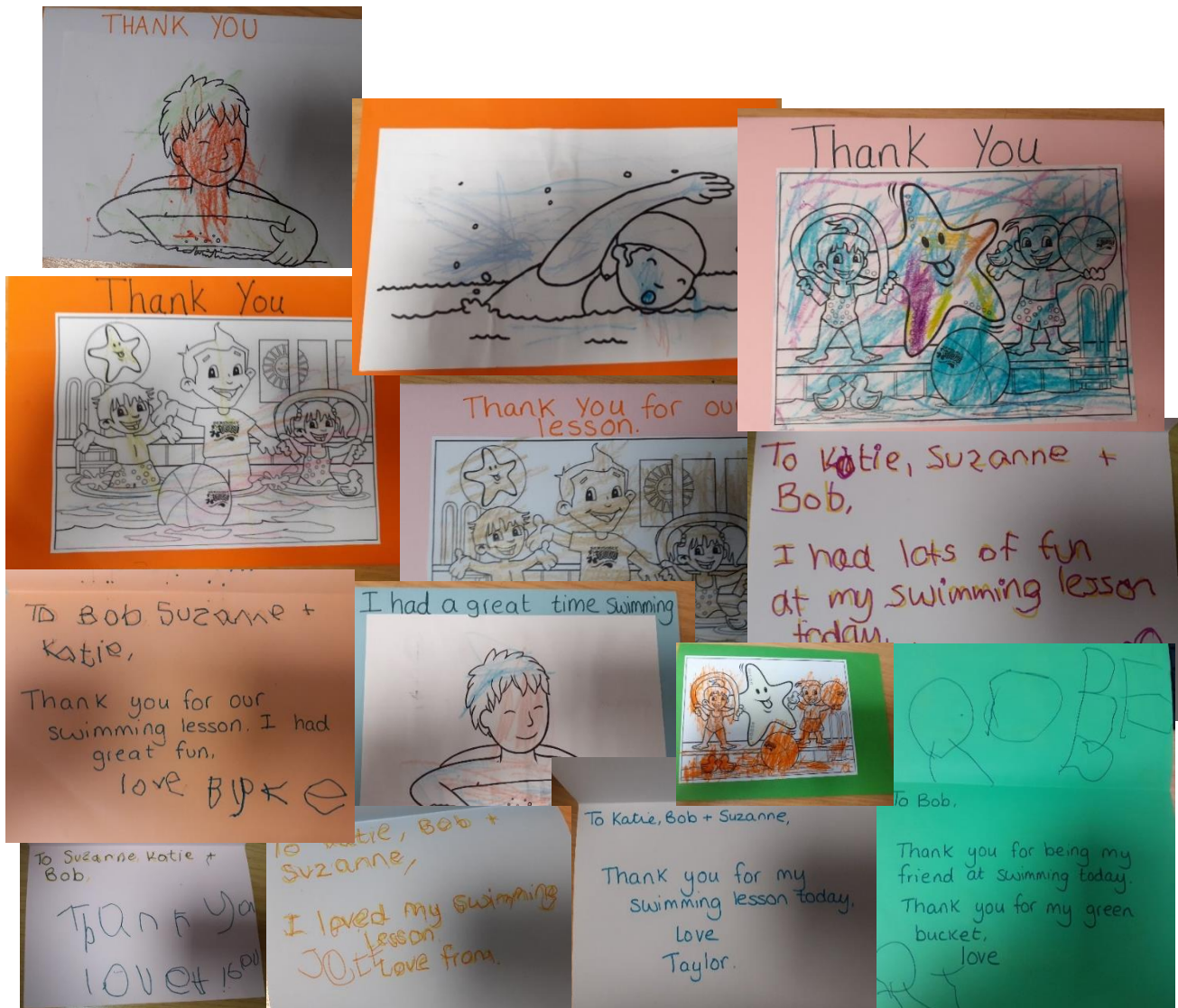
May 2022 SEND Visit to Didcot Wave

Didcot Wave had a visit from a group of SEND school children from Willowcroft Community School. The school communicated that the majority of the children have autism and have limited language and were all sensitive to noise, and slow at processing instructions. The school also advised that it would be likely some of the children would not even go near the swimming pool as it would be their first ever experience of a swimming pool. A key aim of the session was to help encourage the parents of the children to look at swimming as a beneficial activity for the children.



The team prepared a plan to help the children as much as possible after the Q4 meeting. The school coming in the session was notified about the need to low noise levels on arrival and the Duty Manager made sure there was signage to reduce noise levels to support the session.

The session was a huge success with all the children getting in and taking part – the class made some wonderful thank you cards which were sent to the teachers and are excited to swim again in the future.



May 2022 Swimathon

Ahead of the May Swimathon, local representatives from Marie Curie visited Didcot Wave to help promote the event across the two partnerships. Wantage, Faringdon, White Horse and Didcot Wave all hosted the event with a wide range of participants taking part.



June 2022 Drowning Prevention Week

Drowning Prevention Week included all lessons, both Swim School and School Swimming focused on water safety. In-house displays included information on water safety and activities such as puzzles and colouring-in to help children learn. Displays of children's drawings were put in the centre and water safety messages shared via social media.



Short Courses

Short courses have run across multiple locations and now include a discount for children linked with the YOUMOVE scheme.

Some feedback from swimmers below:

'I loved learning dolphin kick it's my favourite'.
'swim lessons are the best time of the day and week!'
'jumping in was super fun we did all the jump!'



UK Active Awards

Pam Radley was a finalist in the Physical Activity Hero Category of The UK Active Awards. The National Awards were open to anyone who had impacted or inspired engagement by showing the impact that Physical activity had on health, happiness & wellbeing. Pam was in the final eight and went to the awards ceremony in Birmingham.



The White Horse Turns 20

The White Horse Leisure & Tennis Centre turned 20 with a day of celebrations including free activities across the leisure centre. The event included a visit from the client where a number of awards were presented in relation to the event.



European Transplant Games

The White Horse hosted the Volleyball element of the European Transplant Games. Athletes from across the world descended on Oxfordshire for the Games.

For two days athletes of the world were welcomed to The White Horse where they competed. Team GB invited the Haf programme into their camp where they got to meet and greet the athletes.



International Wheelchair Tournament

The International Wheelchair Tennis Tournament (ITF) returned to The White Horse following covid. The event was organised by former Paralympian Louis Hunt. 45 competitors from nine countries competed over three days of competition. The event was a challenger's event which meant that ranking points were available for tennis rankings.

The event was so successful it has been booked again for October 2023.



Annex E - Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT

Dimension 1 – KPT's

GLL is pleased to achieve a 'Good' rating for the KPT dimension of the report during a continued difficult period of operation with the Cost-of-Living Crisis, Utility Costs and continued slow return of business following the pandemic impacting the industry as a whole.

GLL is very pleased to achieve Excellent in nine of the KPTs and feels this is another strong indicator to the great delivery across both districts of the teams at a local level.

KPT 5 - Financial performance against Transition Plan – Income

Although GLL narrowly missed achieving this KPT there have been other factors that have impacted the Transition Plan targets. With a low-cost budget gym opening in Abingdon effecting the Health & Fitness return at White Horse, and the reduced return of corporate memberships due to reduced workforces in local businesses (with more people working from home), the income performance overall and in comparison to the rest of Oxfordshire, has shown a good performance. It will continue to be a focus moving forward and the teams will look at all aspects of service, programming and delivery to ensure the targets set in the Transition Plan are achieved. Strong performance of the Swimming Lessons following the introduction of the Swim School 2.0 product and casual swimming particularly at Didcot Wave and Riverside should be highlighted.

KPT 6 - Financial Performance against Transition Plan – Profit and Loss

GLL are disappointed not to achieve this KPT, with shortfalls against the transition plan including Income shortfall in Health and Fitness and higher costs including utilities. Income has been lower than expected in Vale, which will be a focus for 2023/24.

It should also be noted that the Transition Plan was signed off prior to the Utility Cost crisis, Cost of Living crisis and with no knowledge of local return rates specifically for Senior and Corporate memberships, both of which have affected the shortfall on income.

There have also been factors that have been outside the control of GLL that have impacted the ability to deliver this KPT. There are a number of items that haven't been delivered through various contributory factors this year as agreed in the Transition Plan including replacement of CHPs, delivery of the Access Control at White Horse and delayed gym equipment purchases. All of which have had either impact on the income, or the expenditure projected in the original Transition Plan.

Although this should not detract from the great work the teams have completed during very testing times with external impacts such as Utility Cost Crisis and the cost of living limiting the P&L delivery of both districts.

KPT 10 – Decreased year on year energy usage (Electricity & Gas) kWh

GLL are pleased to show such a positive decrease on both Electricity and Gas with reductions on gas totalling 31 per cent over the scrutiny year.

GLL understands the councils Carbon Reduction targets and are pleased that with the positive partnership working between GLL and the Leisure Team that projects have been delivered to further improve the reductions on top of the positive changes GLL have actioned at a centre level to reduce consumption.

KPT 11 - Decreased year on year energy usage (water) cubic meters

As stated in the report this KPT has been skewed by a major water leak at Abbey Sports Centre. Whilst the leak was fixed as soon as possible the KPT would have shown a decrease in usage of circa 15 per cent year on year for the two districts, instead the KPT is showing an increase year on year of 11 per cent. This issue will affect not only this reporting year but also next year. GLL feels that the good work from the teams on reducing the water usage across the districts should not go unnoticed and the reduction (outside of the water leak) should be highlighted especially at a time when energy costs are a focus.

Dimension 2 – Customer Satisfaction

GLL is proud of the overall score of “Excellent” with the average of 4.43. This was especially pleasing in light of the continued improvements GLL have made in terms of delivery and continued growth of the BetterUk App and the GLL Call Centre. We are confident GLL can continue to improve our customers experience going forward.

Dimension 3 – Council Satisfaction

GLL is pleased that the council have acknowledged the improvements within the team’s usage of the CAFM system and that there have been no complaints made to the council on the call handling system, which has been a focus following Covid for GLL.

There have been strong examples of both GLL and the council working together to deliver a number of projects which improve the centre visually as well as reducing the carbon footprint of the centres.

With the introduction of a new Community Sports Manager within the GLL team the relationship between the Active Communities Participation team and the GLL Partnership team has improved significantly, with the impact being that there is a much more cohesive delivery of activities within the community for 2023/24. This will only continue to improve and grow during the remainder of the contract.

GLL understands there have been certain issues with communicating with the teams and aims to address these issues working closely with the leisure team. Although an improvement has been seen in this area compared to previous years there is still some specific concerns with particular centres.

GLL is pleased to see Facility Inspection scores continue to be maintained at such a high standard with centres achieving over 90 per cent on the audits regularly. This is shown in the customer feedback to be an important consideration for the community and one that GLL is showing can be managed and delivered to a high standard throughout the year. It is also pleasing to hear the teams are keeping the Leisure Team informed with regular updates on works planned.

Whilst officers have cited frustrations around financial information being very delayed, especially OCC joint use accounts, GLL would like to highlight the work that is ongoing regarding reporting regularly on the costs. This will be improved throughout the next year.

GLL is pleased that council believes that the relationship continues to improve during a very testing few years of the contract.

Feedback provided by

Date

Annex F – Client Monitoring Scores

CENTRES	2022/23		
	Client Monitoring Apr-22	Client Monitoring Apr-23	Variance
Abbey SC	93.9%	95.1%	1.2%
Didcot LC	90.7%	93.8%	3.1%
Wave	96.5%	94.7%	-1.8%
Henley LC	94.9%	98.0%	3.1%
Park SC	91.0%	90.3%	-0.7%
Thame LC	92.7%	90.6%	-2.1%
Faringdon LC	93.5%	89.7%	-3.8%
Wantage LC	86.8%	91.8%	5.0%
WHLTC	91.8%	91.2%	-0.6%
	Jul-22		
Abbey Meadows	84.7%		
	Jun-22	Aug-22	
Riverside	90.7%	97.9%	7.2%