

# Scrutiny committee report

Report of head of economy, leisure and property

Author: Chris Webb

Tel: 01235 540358

E-mail: [chris.webb@southandvale.gov.uk](mailto:chris.webb@southandvale.gov.uk)

Cabinet Member responsible: Elaine Ware

Tel: 01793 783026

E-mail: [aeware.house@btinternet.com](mailto:aeware.house@btinternet.com)

To: SCRUTINY COMMITTEE

DATE: 19 September 2013

## Performance review of DC Leisure

### RECOMMENDATIONS

That the committee considers DC Leisure's performance in delivering the leisure contract for the period 1 April 2012 until 31 March 2013 for the White Horse Leisure and Tennis Centre, Abingdon, and makes any recommendations to the cabinet member for leisure to enable her to make a final assessment on performance.

That the committee agrees that, as 2013/14 is the last full financial year of this contract, there will not be a performance report produced in line with the council's performance reporting process for contracts reaching the end of their life cycle.

### PURPOSE OF REPORT

1. The report considers the performance of DC Leisure Ltd in providing the leisure service at the White Horse Leisure and Tennis Centre in Abingdon for the period 1 April 2012 to 31 March 2013.
2. As this is the last full financial year of the White Horse Leisure and Tennis Centre contract extension, this means that the Vale Council would not normally produce a performance report on its contractor for 2013/14. The head of service has delegated authority to determine if a report is required in the last year. Based on the overall performance and the client officer's opinion, the head of service is recommending that this is the last report on this contractor for this leisure contract.

### STRATEGIC OBJECTIVES

3. The review of DC Leisure helps ensure the Vale Council is achieving its strategic objectives in the following areas:

- excellent delivery of key services: deliver high performing services with particular emphasis on ensuring good quality sports and leisure provision
- effective management of resources: reducing energy usage throughout the council's operations and continue to work in partnership with South Oxfordshire District Council to extend the sharing of services and all resources.

## BACKGROUND

4. The contract with DC Leisure was originally a ten year arrangement starting in 2002, which provided the Vale Council with a nil return and no expenditure arrangement. In 2010, the contract was extended for a further two years to end in 2014, making it co-terminus with the Vale Council's other leisure contract. As a result of this extension, the Vale Council now receives a sum of £60,000 a year from 2010 until the end of the contract on 31 August 2014.
5. The contract, although let to DC Leisure, is operated through a sub-contract arrangement with Active Nation. This registered charity has provided the day to day management of the centre since it opened on 1 April 2002 and has continued to provide a consistent level of service throughout that period.
6. The main deliverables within the contract are to: "successfully manage and operate the centre, which is a community based facility and to promote and encourage the widest possible use of the centre by providing a substantial and varied programme of activities designed to attract customers of all age groups, abilities, ethnic groups and social classes."
7. Managing contractor performance is essential for delivering the Vale Council's objectives and targets. Since a high proportion of the Vale Council's services are outsourced (approximately half the revenue budget is spent on seven main contractors), the council cannot deliver excellent service to its residents unless its contractors are excellent. Therefore, working jointly with contractors to review performance regularly is essential.
8. The Vale Council's process for managing contractor performance focuses on continuous improvement and action planning. The Vale Council realises that the success of the framework depends on contractors and the council working together to set and review realistic, jointly agreed and measurable targets.
9. The overall framework is designed to be:
  - a consistent way for the Vale Council to consistently measure contractor performance, to help highlight and resolve operational issues
  - flexible enough to suit each contract, including smaller contracts which may not require all elements of the framework
  - a step towards managing risk more effectively and improving performance through action planning.

## OVERVIEW OF THE REVIEW FRAMEWORK

10. The review process consists of three essential dimensions:
  1. performance measured against key performance targets (KPTs)
  2. customer satisfaction with the total service experience
  3. Vale Council satisfaction as client.

11. Each dimension is assessed and the head of service makes a judgement of classification. Contractor feedback and an assessment of strengths and areas for improvement are also included. Where some dimensions are not relevant or difficult to apply fairly to certain types of contract, the framework may be adjusted or simplified at the discretion of the heads of service.

## DIMENSION 1 – KEY PERFORMANCE TARGETS

12. This is the second year that key performance targets (KPTs) have been measured in this contract. Ten KPTs were agreed in April 2012 and are reported in the table below (and in more detail in annex A of this report).

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	Increase total visits less schools	3%	4%	Excellent	5
KPT 2	Increase physical activity usage	3%	7%	Excellent	5
KPT 3	Increase U16 dry course visits	5%	13.0%	Excellent	5
KPT 4	Increase U16 wet course visits	4%	3%	Good	4
KPT 5	Increase number of annual memberships sold in a reporting year	5%	11%	Excellent	5
KPT 6	Reduce energy usage - electricity - gas	-3.5% -3.5%	-8.5% -6.5%	Excellent	5
KPT 7	Increase GP referral clients	3%	61%	Excellent	5
KPT 8	Reduce water consumption per customer	-2%	-3%	Excellent	5
KPT 9	Increase access to leisure card holders	500%	180%	Poor	1
KPT 10	Decrease operating cost per visits without compromising services	-5%	-4%	Good	4
Overall "average" KPT performance rating score (arithmetic average)					4.4
Overall "average" KPT performance (excellent, good, fair, weak or poor)					Good

13. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on KPTs:

Score	1 – 1.4999	1.5 – 2.4999	2.5 – 3.4999	3.5 – 4.4999	4.5 – 5.0
Classification	Poor	Weak	Fair	<b>Good</b>	Excellent

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

KPT judgement

Previous KPT judgement for comparison

## DIMENSION 2 – CUSTOMER SATISFACTION

15. Active Nation undertook face to face satisfaction surveys across the spectrum of customers who use the centre. A copy of the survey results is attached in annex B of this report.

16. The overall customer satisfaction result from the survey is a mark of 3.8, which has resulted in a judgement of fair. In 2011/12, DC Leisure and Active Nation were awarded a mark of 3.68 in the survey, which resulted in a judgement of fair. Although the judgement has not changed, there is continued improvement in customers' overall satisfaction, which is encouraging and in line with the positive progress the centre is making.

17. Within the survey there is an opportunity for customers to make additional comments and from the total completed surveys, 267 additional comments were received. These have been grouped and form the basis of the action plan for 2013/14. This plan can be found in annex F of this report, along with the progress made on the previous year's plan in annex E. It is important to note that whilst there are a significant number of additional comments made in regard to this facility, it is testament to the importance that Active Nation and DC Leisure give to this process that customers are encouraged to provide this additional feedback, which is helpful in improving services.

18. The three main areas of additional comments relate to the cleanliness (67 comments), repairs and maintenance and equipment (45 comments) and staff and instructors (30 comments). Between them, these three areas resulted in 142 additional comments.

19. As well as the customer satisfaction surveys, scrutiny committee requested information on the number of customer comments received by contractors in a reporting year. This information does not form part of the scoring system but provides additional background on the number and types of issues raised by customers.

20. In 2012/13 the leisure centre received a total of 207 comments. Of these, 38 were compliments or requests for additional services and 169 were complaints. When taken as a percentage of the total number of users of the centre in 2012/13 (753,113) this equates to a total of 0.02 per cent in terms of complaints. The main areas raised are detailed in the table below.

<b>Complaints</b>	<b>2011/12</b>	<b>2012/13</b>
Swimming lessons	19	6
Classes, of which many relate to telephone booking issues	43	44
Gym	16	7

Pool hall	28	19
Café	10	7
Tennis	6	0
Cleanliness	40	19
Maintenance	39	13
Telephone system	15	25
General: bookings/staffing/car parking	45	29
Total	261	169
<b>Compliments</b>		
Cleanliness	4	0
General issues	21	24
Staffing	26	14
Café	2	0
Additional services: classes/equipment	26	0
Total	79	38
<b>Grand total</b>	<b>340</b>	<b>207</b>

21. As a whole, these areas of concern mirror the comments made in the comments section of the customer surveys and provide a good level of consistency in the areas where the centre needs to improve.

22. 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	<b>Fair</b>	Good	Excellent

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

Customer satisfaction judgement

Previous customer satisfaction judgement for comparison

### **DIMENSION 3 – COUNCIL SATISFACTION**

24. A number of council officers who have contact with DC Leisure and Active Nation have completed a satisfaction document and provided a score that reflects the contractor's performance in regard to its interaction with the Vale Council. These seven officers include the client team, which has the largest and most varied contact and has the greatest consistency in evaluating the overall performance. An analysis of council satisfaction of performance appears in annex C of this report.

25. The relationship with DC Leisure and Active Nation throughout the reporting year has been excellent and communications have been open and positive. Active Nation has made significant capital investment into the facility, including the replacement of the main carpeted areas in the reception and gym areas, as well as other improvements to the café and seating areas. This investment started to take place in the reporting year and will be completed very early in 2013/14. Further investment will also take place in 2013/14 to refurbish and update the wet-side changing accommodation.
26. In July 2012 the centre celebrated the tenth anniversary of its official opening. To celebrate this, Active Nation, supported by D.C. Leisure and the Vale Council, opened its doors for free and hosted a special tennis clinic and question and answer session attended by Tim Henman. Mr Henman supported the event at no cost and spent over two hours playing tennis with a range of customers on the indoor courts and then answering questions presented by the audience.
27. Active Nation also hosted its annual Kids TRYathlon, which this year attracted 550 children from Abingdon schools. The company also provided support for various events and activities such as Swim Britain, Spend Nectar Points on swimming and Go 4 it, which have run over the year and have raised charitable funds and raised the profile of sport.
28. The main area of contention from the report last year was the lack of profile given to the Vale Council in advertising and promotional material used by Active Nation. This issue has been rectified and an agreed set of branding templates, including logos, is now in place.
29. As identified in customer satisfaction surveys, contacting the centre has been a significant issue, due primarily to the continuous high volume of customers using the centre. In response to this, In September 2012 Active Nation invested in a new telephone system to improve call handling and to provide information menus for opening hours etc. Added to this, members can now book courses and classes on-line, as well as pay for courses through direct debiting. All of which has had a positive impact on most customers.
30. In 2011/12, DC Leisure and Active Nation achieved a council satisfaction score of 4.12, which achieved a judgement of Good. In 2012/13, the satisfaction score is 4.22, which reflects the continued positive interaction with the Vale Council and has resulted in a judgement of Good.
31. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on 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	<b>Good</b>	Excellent

32. 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

33. The contractor's overall assessment takes into account its performance against KPTs, customer satisfaction and council satisfaction. Recognising the high importance of customer satisfaction, this dimension is accorded greater weight in the judgement. However, although DC Leisure achieved a score of Fair for customer satisfaction, it increased its survey score and continually demonstrated its willingness to further improve. This particular facility has a huge throughput of customers each year, with ever increasing demands on the staff and the facility. In 2012/13 users increased by four per cent on the previous year's figure and, despite those extra demands, the satisfaction score also increased, confirming DC Leisure's commitment to customer satisfaction. In addition, DC Leisure achieved Good in its KPI performance and Good for its council satisfaction, and the head of economy, leisure and property's overall judgement is Good. The committee is asked for its views in order for the cabinet member for leisure to make a final assessment.

Overall assessment 

Good
------

Previous overall assessment for comparison 

Good
------

## STRENGTHS AND AREAS FOR IMPROVEMENT

34. Annex C of this report records strengths and areas for improvement relating to the performance of the contractor over the last year. Where performance is below expectations, the contract monitoring officer will agree an improvement plan with the contractor.

35. Officers with Active Nation managers have developed an action plan for 2013/14 based on the findings of the customer survey and council officers' comments to address areas for improvement. The plan is attached as annex F of this report. The updated 2012/13 action plan is attached as annex E of this report, and any uncompleted actions added to the action plan for 2013/14.

## CONTRACTORS FEEDBACK

36. A key feature of the process for reviewing the performance of contractors is that the Vale 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 D of this report.

## FINANCIAL IMPLICATIONS

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

## LEGAL IMPLICATIONS

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

## CONCLUSION

39. The head of economy, leisure and property has assessed DC Leisure's performance as **good** for its delivery of the White Horse Leisure and Tennis Centre contract during 2012/13.

The committee is asked to make any recommendations to the cabinet member for leisure to enable her to make a final assessment on performance.

## **BACKGROUND PAPERS**

- none.



# **Annex A – Key performance targets**

## **KPT 1 - increase total number of visits to the centre less those made by schools by three per cent - achieved**

This target looks at the total number of visits to the facility, less the number of school visits (which the facility has no control over). Visits increased from 715,113 in 2011/12 to 746,745 in 2012/13. This is a four per cent increase over the previous year's attendance and this is due primarily to a continued increase in dry sports courses, which have continued with a surprisingly consistent growth in 2012/13.

## **KPT 2 - increase physical activity usage by three per cent - achieved**

This target looks at the total number of customers using the facility for sporting or active participation purposes, which increased from 623,071 in 2011/12 to 667,970 in 2012/13. It does not take into account spectators or people attending the site for other social activities. This is a seven per cent increase over the previous year's attendance and was due primarily to the same reasons as described above.

## **KPT 3 - increase under 16 dry course visits by five per cent – achieved**

This target looks at the total number of under 16s who enrol and participate on dry courses at the centre. The number of visits to these sessions increased from 6,612 in 2011/12 to 7,446 in 2012/13. Although growth has slowed from the previous year in difficult trading conditions, a 13 per cent growth is to be congratulated

## **KPT 4 - increase under 16 wet course visits by four per cent – not achieved**

This target looks at the number of visits achieved through the swimming courses offered at the centre; these have historically been very successful. In 2011/12 attendances were 57,551 and although the centre grew its attendances by three per cent to 59,457 it failed to achieve the target set.

## **KPT 5 - increase the number of annual memberships sold by five per cent – achieved.**

This target looks at the number of annual memberships sold and shows that sales of these memberships have increased, despite a growing trend towards direct debit methods of payment. The numbers increased from 3,054 members in 2011/12 to 3,401 a total of 11 per cent.

## **KPT 6 - reduce energy consumption by three and a half per cent for gas and three and a half per cent for electricity – achieved.**

This target looks at the consumption of utilities over the reporting year and compares these figures directly to the previous year's results. Electricity consumption has reduced by eight and a half per cent and gas also by six and a half per cent across the contract. The Vale Council has invested heavily in carbon reduction schemes and has completely relit the sports hall and tennis hall, which significantly reduces the carbon footprint of the centre and saves money, which is shared by both the Vale Council and Active Nation.

## **KPT 7 - increase GP referrals by three per cent - achieved**

This target looks at the number of people referred to the facility by GPs and other referring practitioners, such as practice nurses and physiotherapists. There has been an increase of 42 people over the year (from 69 to 111), an increase of 61 per cent. This is partly down to the

profile that Active Nation has given to the scheme and also down to referral practitioners sending patients to the centre to either aid their recovery or prevent illness.

#### **KPT 8 - reduce water consumption by two per cent per customer– achieved**

This target looks at the amount of water consumed per customer across the centre in comparison to the previous year. This is one of the most difficult KPTs to achieve as there are legal standards of water quality to meet and if the number of customers increases their demand for water also increases through toilet and shower use. If water consumption against users is compared over the reporting year and the previous year, then consumption per customer has dropped. This fall is down to 23.34 litres per customer from 24.11 litres in 2011/12 – a reduction of three per cent.

#### **KPT 9 - increase the number of Access to Leisure Card holders by 500 per cent - not achieved**

This target looks at the number of Access to Leisure cards provided to individuals eligible to receive them across the district. The scheme has had a low profile in recent years and Active Nation has made a limited start to raising the profile of the scheme. This has led to an increase in card holders from four in 2011/12 to 13 in 2012/13, which is 11 short of the target of 24 set for the reporting year. This is a disappointing outcome and Active Nation is encouraged to apply more resource to this KPT.

#### **KPT 10 - decrease operating cost per visit by - five per cent (without compromising services) – not achieved**

This target looks at Active Nation's operating costs per visit and tries to reduce those costs by either better efficiency or through increasing income. Officers try to ensure that efficiencies do not compromise the service delivered and that staff, equipment and buildings that provide the service are maintained. This KPT was not achieved by a margin of 3p.

## White Horse Leisure and Tennis Centre – KPT 2012/13

KPT no	Action	Target	2011/12 Actual	2012/13 Target	2012/13 Actual	Variance Year on Year	2013/14 Target
1	Increase total visits less schools	3%	715,113	736,566	746,745	+4%	3%
2	Increase physical activity usage	3%	623,071	641,763	667,970	+7%	4%
3	Increase U16 dry course visits	5%	6,612	6,942	7,446	+13%	8%
4	Increase U16 wet course visits	4%	57,551	59,853	59,457	+3%	4%
5	Increase number of annual memberships sold in a reporting year	5%	1,151	3,206	3,401	+11%	7%
6	Reduce energy usage: - electricity - gas	- 3.5% - 3.5%	2,025,377 4,679,523	1,954,489 4,515,740	1,883,482 4,378,217	-8.5% -6.5%	-4% -5%
7	Increase GP referral clients	3%	69	71	111	+61%	50%
8	Reduce water consumption per customer	2%	24.11	23.63	23.34	-3%	-2%
9	Increase number of Access to Leisure Card holders	500%	4	24	13	+275%	300%
10	Decrease operating cost per visits without compromising services	-5%	3.47	3.30	3.33	-4%	-3%

# Annex B – Customer satisfaction

		2011/12	2012/13	Variance
<b>Qu. No.</b>				
	<b>ACCESS</b>			
1	Ease of getting through on telephone	3.1	2.4	-0.7
2	Activity available at convenient time	4.1	4.3	0.2
3	Ease of booking	3.6	4.2	0.6
4	Ease of parking	3.5	4.0	0.5
5	Waiting time at reception	3.4	3.6	0.2
6	Activity Charge	3.7	3.9	0.2
7	Range of activities available	4.1	4.1	0
8	Ease of contacting the centre with issues	3.5	3.7	0.2
9	If any issues, how well were they dealt with	3.4	4.0	0.6
	<b>QUALITY OF FACILITES</b>			
10	Quality of equipment	3.9	3.4	-0.5
11	Water Quality in the pool	3.9	4.0	0.1
12	Water temperature in the pool	3.5	3.8	0.3
13	Quality of food & drink	3.4	3.0	0.6
14	Quality of brochures/leaflets/web	3.6	3.6	0
15	Availability of information	3.7	3.8	0.1
16	Quality of information on notice boards	3.6	3.3	-0.3
17	Quality of flooring in sports hall/activity area	3.9	3.7	-0.2
18	Quality of lighting in sports hall/activity area	3.9	3.8	-0.1
	<b>CLEANLINESS</b>			
19	Cleanliness of changing rooms	3.2	3.2	0
20	Cleanliness of activity space	3.6	4.3	0.7
21	Cleanliness of cafeteria	3.4	3.6	0.2
22	Quality of litter removal	3.5	4.0	0.5
23	Overall impression on cleanliness of centre	3.5	4.3	0.8
	<b>CAFETERIA/ FOOD &amp; DRINK</b>			
24	Range of food & drink	3.3	3.1	-0.2
25	Quality of food & drink	3.4	3.1	-0.3
26	Value for money of food & drink	3.4	3.1	-0.3
27	Reliability of vending		3.2	0
	<b>STAFF</b>			
28	Helpfulness of reception staff	4.1	4.3	0.2
29	Helpfulness of other staff	4.2	4.3	0.1
30	Standard of coaching/ instruction	4.2	4.4	0.2
31	Availability of staff	3.9	4.0	0.1
32	Visibility of staff including uniform	4.1	4.1	0
8c	<b>VALUE FOR MONEY</b>			
33	Value for money of activities	3.9	4.3	0.4
34	Overall satisfaction with your visit today	4.0	4.3	0.3
	<b>Overall Average</b>	<b>3.68</b>	<b>3.8</b>	<b>0.12</b>

# Annex C - Council satisfaction

This assessment allows the council (as a client) to record its own satisfaction with aspects of a contractor's performance which lie outside KPTs and customer satisfaction. Each officer with direct knowledge and who frequently interacts with the contractor should complete this form. Questions can be left blank if not relevant to a contract or contractor.

Contractor / supplier / partner name

From (date)  To

## SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dis-satisfied
1 Understanding of the client's needs		4.17			
2 Response time		4.00			
3 Delivers to time			3.57		
4 Delivers to budget		4.33			
5 Efficiency of invoicing		4.00			
6 Approach to health & safety		4.00			
7 Easy to deal with		4.71			
8 Communications / keeping the client informed		4.29			

## COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dis-satisfied
9 Quality of written documentation		4.50			
10 Compliance with council's corporate identity		4.00			
11 Listening		4.20			
12 Quality of relationship		4.43			
13 Notifies the council of organisational or operational change		4.20			
14 Offers suggestions beyond the scope of work		4.20			

## IMPROVEMENT AND INNOVATION

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dis-satisfied
15 Degree of innovation		4.20			
16 Goes the extra mile		4.20			
17 Supports the council's sustainability objectives		4.33			
18 Supports the council's equality objectives		4.33			
19 Degree of Partnership working		4.50			

## KEY DOCUMENTS

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

- |  |     |
|--|-----|
| 1. Updated risk register (Yes / No)            | Yes |
| 2. Updated business continuity plan (Yes / No) | Yes |

## STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths	Good relationship with centre manager and staff
	Innovative ideas
	Management are honest and open with operational issues
	Staff are welcoming and helpful
	Always friendly and approachable
	Supportive of projects such as Go Active and Active Women
Areas for improvement	Speed by which telephones are answered if they are at all by staff at the centre

# Annex D - Contractor 360° feedback

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

Active Nation is a registered charity. Its purpose is 'to persuade the nation to be active'. It is difficult to capture everything achieved in 2012-13 retrospectively in this Assessment – and our reaction is to (1) outline some additional highlights here to feedback to Scrutiny Committee Members and (2) record our sincere thanks to the Councils' Shared Leisure Officers we have enjoyed working with throughout the year in order to jointly sustain and strengthen the Centre's performance, both at our monthly Operational Meetings and quarterly Strategic Partnership Board Meetings.

2012-13 saw a continuance of our focus on increasing participation, improving service quality and refreshing facility presentation. We are pleased that the Council has noted our investments into a replacement telephone system and, after working closely with the Council's Authorised Officer on specifications and finishes, the space-use enhancements made in the Café and replacement floor coverings laid in the Centre's main entrance and public circulatory areas. We also invested in new technology to improve the administration of our swimming lesson programme, making it easier for enrolments to be processed, and also improving our ability to track pupil progress and provide parents/children with performance reports.

During the year we were also able to review and revise local arrangements in order to improve building maintenance schedules, as well as appointing a new Operations Manager (to strengthen the senior leadership team), launching our 'Brilliant! People Programme' and 'InterActiveNation' (Facebook-style) internal online communications tool for employees.

The Contract Manager (Dave Rolls) has, with a strengthened team of Duty Managers, successfully delivered a number of special events, including the English Schools National Trampoline Championships, Southern Counties Trampoline Club Championships (each event attracting more than 1,000 children and young people), Oxfordshire County Badminton Championships, as well as achieving a 'top ranking' in the annual 'Swimathon' swimming challenge (Ranked #30 UK, #2 Southern Region, 102 swimmers raising £8,500) Dave also worked jointly with Abingdon & Witney College to deliver a Skills & Learning Programme for Level 3 Students, involving the production of Webinars, as well as working with the Amateur Swimming Association (ASA) to produce a comprehensive swimming 'catchment area' study using Sport England's Market Segmentation Tool, enabling us to better understand people's attitudes to swimming, their motivations and barriers to participation locally.

We are extremely pleased to have persuaded 31,632 (+4% from 715,113 to 746,745) more people to use the Centre this year than last year; highlighted in the following growth:

- 44,899 (+7% from 623,071 to 667,970) more physical activity users;
- 1,996 (+3% from 57,551 to 59,547) more U16 wet course visits;
- 834 (+13% from 6,612 to 7,446) more U16 dry course visits;
- 2,259 (+11% from 1,151 to 3,401) more annual Supporters;
- 42 (+61% from 69 to 111) more GP Exercise Referral Clients

The Centre's Campaign, Sport & Exercise Teams deserve special mention for doing a remarkable job throughout the year, in an increasingly competitive local marketplace, in

Recruiting and Retaining so many Supporters. Our Group Exercise activity programme was further strengthened as a consequence of our alliance with Les Mills (delivering an Instructor Education Programme and launching new classes on a quarterly basis, including RPM and Sh'Bam, both proving to be extremely popular with Supporters).

We would ask Committee Members to note the considerable achievements of our (Brilliant!) Tennis Team. Their enthusiasm, hard work and expertise produced:

- Strengthened links with Oxford & Cherwell Valley College (launching a BTEC Tennis Apprenticeship Programme), Abingdon & Witney College, Oxford University and Oxford Brookes University;
- Opportunities for WHL&TC tennis players to visit the Sanchez-Casal Tennis Academy (Barcelona), and for parents/players to meet Sarah Borwell (Ex British No.1 Woman's Tennis Player) to learn about Tennis Scholarships in USA Universities;
- More than 73 organised tennis opportunities per week;
- Over 750 visits per week on junior and adult tennis programme;
- More than 2,700 individual tennis lessons;
- LTA Performance Centre Status for their work with 11 & under players;
- Tennis activity for 18 Primary Schools;
- A Free Open Day resulting in more than 125 children attending – and more than half of them accessing discounted tennis activities over the summer holidays;
- 7 GB representatives – 2 in disability tennis;
- 24 members of Oxfordshire Tennis Teams;

As this is the last Council review of our performance, we wish to formally record our gratitude to Nick Elliott (Active Nation's Director of Tennis) for his vision, leadership and development of tennis locally since the Centre opened. His passion and commitment has been exemplary throughout this time – creating a very special (and highly regarded) environment for tennis and excellent links with Oxfordshire, Regional & National LTA Officers, and building a highly qualified, skilful and professional Coaching Team.

Our feedback on the 3 Dimensions of the Councils Review Framework follows:

- Dimension 1 – Key Performance Targets:
  - KPT 3: Increase U16 wet course visits. Rated as 'Good/4'. Whilst missing the target (59,853) by 306 visits – we actually added 1,906 visits (i.e. from 57,551 to 59,547) this year. Our ability to achieve the target is intrinsically linked to the availability of water time for us to programme swimming lessons – and we are grateful to the Council's Authorised Officer for supporting our Learn to Swim Campaign when considering pool programming arrangements and access times for public swimming;
  - KPT10: Decrease operating cost per visit without compromising services. Rated as 'Good/4'. The Council extended its contract with DC Leisure for two years. This extension resulted in revisions to the Contract's cost structure, with (1) a management fee payment to the Council for the first time and (2) DC Leisure adjusting its Licence Fee for Active Nation as a consequence of contractual arrangements. We would ask the Committee to consider the effect of this on KPT10. If both of these new contractual costs are taken out of KPT10 the target would be achieved, with the Centre's improved



income and improved efficiency when applying the same methodology as in previous Scrutiny Reports.

- Dimension 2 – Customer Satisfaction:
  - Limited parking is an increasing cause of customer frustration. The Centre continues to struggle – at busy times of day/week – with demand being placed on current car parking capacity. The 2012/13 Action Plan itemised Council action on this issue (feasibility study & budget allocation to try to provide up to 100 additional spaces). This task is ongoing and has been incorporated into the 2013-14 Action Plan.
- Dimension 3 – Council Satisfaction:
  - This measure provides an opportunity for Council Officers – who have direct knowledge of us and frequently interact with us – to rate their satisfaction across several aspects of our performance. We are pleased that the Council is satisfied with our ‘Degree of Partnership Working’ and ‘Supporting the Council’s sustainability objectives. We have worked closely, cooperatively and collaboratively with the Councils’ Shared Leisure Officers to achieve this.

## **ANY AREAS WHERE CONTRACTOR DISAGREES WITH ASSESSMENT**

n/a

## **WHAT COULD / SHOULD THE COUNCIL DO DIFFERENTLY TO ENABLE THE CONTRACTOR TO DELIVER THE SERVICE MORE EFFICIENTLY / EFFECTIVELY / ECONOMICALLY?**

n/a

Feedback provided by

- David Johns (Contract Support Manager, Active Nation)
- Tim Hewett (Business Development Director, DC Leisure)

## Annex E – progress of previous year's action plan (2012/13)

Action	Owner	Due date	Date completed	Contract monitoring office comments
Parking is limited	AN / VWHDC	July 2012	Still ongoing	Feasibility plans are being compiled and a budget is allocated to try to provide up to 100 additional spaces.
Cleanliness of poolside changing	AN	July 2012	July 2012 and ongoing	A full review completed of cleaning team responsibilities and job list, external deep clean of village change and poolside surround. This is an ongoing issue caused by the volume of customers continually using this facility
Changing village needs refurbishment	AN	Ongoing	March 2013	Pool hall decorative program complete, including full painting of pool hall. A full refurbishment of the pool hall changing is to take place in 2013/14
Shower temperatures vary	AN	April 2012	July 2012	Showers adjusted in the building during June to address temperature variations.
Pool temperature too cold	AN	July 2012	Ongoing	Pool temperatures are maintained within industry guidelines, and are monitored through daily pool testing
Cleanliness of gym and studio	AN	July 2012	July 2012	Full review of gym cleaning completed, with re-allocation of cleaning tasks within the cleaning team.

Upgrade of phone system	AN	July 2012	September 2012	A new telephone system has been installed, which allows customers to leave messages at busy times and also searches for free call points for staff to answer in back office situations
Maintenance issues	AN	August 2012	August 2012	A revised fault defect system has been implemented to improve on small maintenance issues
Corporate identity	AN	August 2012	December 2012	A revised and comprehensive corporate identity document has been developed jointly, which is now in place and being adhered to

Please note that uncompleted actions have been added to the action plan for 2013/14

# Annex F – 2013/14 action plan to improve performance

Action	Owner	Due date	Date completed	Contract monitoring officer comments
Improve car parking at the centre	VWHDC	Planning application submitted by 1 October 2013  Tendering process starts January 2014  Award of contract April 2014  Completion of works August 2014		
Cleanliness of wet side changing areas	DC Leisure and Active Nation	Deep clean of changing area September 2013.  Increased management inspections of area on a weekly basis starting in April 2013	Inspections started in April 2013	
Quality of food and drink	DC Leisure and Active Nation	Transfer of catering to third party provider  Continual review of customer comments  Active Nation to meet regularly with Host to review prices, menus and service delivery issues.	Transfer in April 2013  Review of comments at monthly client meetings  Meetings started in May 2013	
Ease of getting through on the telephone	DC Leisure and Active Nation	Review with installer the functionality of the system by December 2013  Test every month that the system is working as required  Review the staff resources available to answer phones and report to client on potential outcomes by December 2013		
Quality of equipment (primarily spin bikes)	DC Leisure and Active Nation	Continued review of quality and condition of the equipment with PPM schedules in place with manufacturer's maintenance contracts.		
Ensuring equipment and	DC Leisure and Active	Review of maintenance team structure completed by May 2013		

<b>Action</b>	<b>Owner</b>	<b>Due date</b>	<b>Date completed</b>	<b>Contract monitoring officer comments</b>
building is maintained	Nation	and implemented new structure accordingly.		
Continuous staff development	DC Leisure and Active Nation	Launch of the Active Nation Training Academy, partnership working with Les Mills, ASA and Lifetime Training for skills development.		
Capital Investment on wet side changing	DC Leisure and Active Nation	Active Nation currently working with providers to finalise plans and costs by December 2013.		
Further development of consistent service quality	DC Leisure and Active Nation	Active Nation is launching a new Quality Management System working with Right Directions (service and safety) to achieve ISO18001 demonstrating sound occupational health and safety performance by November 2013		
Enhanced efficiency within environmental management	DC Leisure and Active Nation	Active Nation will be looking to achieve ISO14001, which are a family of standards relating to environmental management to improve there service delivery, by November 2013		
Tennis education programme	DC Leisure and Active Nation	Active Nation, working with Grow the Game, aims to become a coach education centre – supported by the LTA to provide qualifications and CPD's for coaches – by December 2013		