

Joint Scrutiny Committee Report

Report of head of community services

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To: JOINT SCRUTINY COMMITTEE

DATE: 20 September 2018

2017/18 performance review of GLL

RECOMMENDATION

That the committee considers Greenwich Leisure Limited's (GLL) performance in delivering the joint leisure management contract for the period 2017/18 and makes any comments before a final assessment on performance is made.

PURPOSE OF REPORT

1. The report considers the performance of GLL in providing the joint leisure management service in South Oxfordshire and Vale of White Horse for the period 1 April 2017 to 31 March 2018. This is the third report of the new joint contract which started on 1 September 2014.

STRATEGIC OBJECTIVES

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

BACKGROUND

3. Managing contractor performance is essential for delivering the South and Vale objectives and targets. A high proportion of the council's services are outsourced meaning the authority has established processes in place of working with contractors

to deliver services. Working jointly with contractors to review performance regularly is essential in delivering high quality services to residents.

4. The councils process for managing contractor performance focuses on continuous improvement and action planning. The councils realise that the success of the framework depends on contractors and the councils working together to set and review realistic, jointly agreed and measurable targets.
5. The overall framework is designed to be:
 - a consistent way for the councils to measure contractor performance, to help highlight and resolve operational issues
 - flexible enough to suit each contract, including smaller contracts which may not require all elements of the framework
 - a step towards managing risk more effectively and improving performance through action planning.

OVERVIEW OF THE REVIEW FRAMEWORK

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

Performance Dimensions	2016/2017	2017/2018
Key Performance Targets	Excellent	Good
Customer Satisfaction	Excellent	Excellent
Council Satisfaction	Fair	Good
Overall Score	Good	Good

9. This contract is the first joint leisure contract and runs from 1 September 2014 until 31 August 2024. GLL provides a comprehensive programme of activities and opportunities for residents and visitors to both districts to enjoy sporting and leisure facilities. GLL operates facilities in Berinsfield, Didcot, Henley, Thame, Wallingford and Wheatley in South Oxfordshire, and Abingdon, Wantage and Faringdon in the Vale within an agreed management contract and a service specification document.

10. The main deliverables within the contract are to:

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

DIMENSION 1 – KEY PERFORMANCE TARGETS (KPT)

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

12. These KPT results have been used to inform target setting for 2018/19 and will be used to develop the trend analysis that will happen as the contract progresses.

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 1	Increased total visits year on year	>4%	4%	Excellent	5
KPT 2	Increased total activity visits year on year	>6%	3%	Poor	1
KPT 3	Increased year on year growth of inclusive membership (disabled pre-paid)	>45%	43.4%	Good	4
KPT 4	Increased year on year growth of concessionary leisure card holders (pay and play)	>2%	<9.9%	Poor	1
KPT 5	Attrition (prepaid memberships only gym, swim etc. not swim school)	<7%	5.91%	Excellent	5
KPT 6	Average length of stay, direct debit members (excluding swim school)	>11.3 months	11.34	Excellent	5
KPT 7	Reduce customer	<60	48	Excellent	5

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)
	complaints to Councils				
KPT 8	Percentage of bookings made on line	>55%	56%	Excellent	5
KPT 9	Percentage of referrals completing Healthwise programme (GP referral)	>54%	62%	Excellent	5
KPT 10	Conversion rate from Healthwise programme to Healthwise membership	>54%	62%	Excellent	5
KPT 11	Decreased year on year energy usage (electricity) Kwh per visit	>5%	7%	Excellent	5
KPT 12	Decreased year on year energy usage (gas) Kwh per visit	>30%	25%	Weak	2
KPT 13	Decreased year on year energy usage (water) cubic meters per visit	>10%	22%	Excellent	5
KPT 14	Annual user satisfaction survey	>80%	85%	Excellent	5
Overall "average" KPT performance rating score (arithmetic average)					4.14
Overall "average" KPT performance (excellent, good, fair, weak or poor)					Good

13. These targets were agreed at the start of the year using the actual achievements from the previous contract year and reflected anticipated trends and changes to services and facilities.
14. Performance against the targets has been very good with GLL achieving an excellent rating against 10 of the 14 targets.
15. KPT 2 has not been achieved, this is in part due to the closure of Abbey Meadow Outdoor Pool for the 2017 season for refurbishment, the two-week closure of Didcot Wave in December for essential works and the refurbishment of the pool changing rooms and a one-week closure of both pools at Thame Leisure Centre these were outside of GLL's direct control.

16. KPT 3 Whilst KPT 3 has fallen slightly short of the target, GLL have made great strides in this area when compared to previous years due to the appointment of a dedicated staffing resource to grow the programme and membership. It is anticipated that this dedicated resource will ensure future targets are met.
17. KPT 4 was 9.9% under its target and has not been achieved primarily because the growth in the Vale of this type of card has not materialised as anticipated although the first year of introduction to Vale members was free the charge which has been established in South was then applied in year 2 to Vale. There is a need for more promotion and customer information on the benefits this card provides which is up to 50% discount.
18. KPT 12 has not been achieved, the cold weather towards the end of the year hit consumption figures when in previous years, much warmer March periods have reduced gas consumption.
19. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors against all KPT:

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

20. Based on GLLs performance an overall “average” KPT performance rating score of **Good** has been achieved. The result in the previous year was 4.14 (Good). The loss of customers caused by the closure of the Abbey Meadow Pools had an impact on GLL’s user figures and Thame swimming pool remained open during the changing room refurbishment although customers did experience a disrupted service. Despite these disruptions GLL still managed a three per cent growth in active users across the contract which is one percent lower than the previous year with larger facilities out of commission. Based on GLL achieving an “excellent” rating in 10 out of 14 KPT’s which is one less than the previous year and considering the impact of the works identified in paragraph 15 above the head of service has made a judgement on KPT performance as Good.
21. 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 Excellent

DIMENSION 2 – CUSTOMER SATISFACTION

22. GLL carried out and analysed customer satisfaction surveys during 2017/18. Details of the questions asked are attached as Annex A of this report.
23. The sample size for this paper-based survey was 2,071, a slight increase from the 2,046 samples achieved in 2016/17. This year we have used the same questions to hold another survey offered electronically to GLL members. This has provided us with

a more diverse customer base and offered another snap shot of performance during the year. The GLL electronic survey using the same questions but a percentage scoring matrix, resulted in an average satisfaction score of 85.2% or 4.26 from 1,566 customers completing the questionnaire.

24. GLL has achieved an overall customer satisfaction score in the paper-based survey of 4.33 which is a slight increase from the 4.31 achieved in 2016/17. This equates to an 86.6% satisfaction when the 4.33 is converted to a percentage score. The average of both scores, equates to 4.295. The weaker areas of service identified by this process and the additional comments gathered from the surveys help to form part of the action plan for the year ahead included in Annex B.
25. In addition to the customer satisfaction surveys, officers monitor customer comments received by each facility and those received directly by the council. Any negative comments that could have significant service or safety implications are feedback to GLL to ensure that appropriate action is taken. Positive comments especially when related to a named member of the GLL team, are feedback to GLL. In Annex A there is a breakdown of the number and type of comments received.
26. The number of adverse comments has increased when compared to 2016/17. There were 808 in 2017/18 compared to 503 in 2016/17. The number of positive comments has risen from 174 in 2016/17 to 388 which means that the increase in positive comments out reaches the increase in negative comments. The main reason for the increase in both figures relates to a new customer feedback system introduced by GLL. It is called Listen 360 and has seen many customers encouraged to comment fully on the services and for managers to engage instantly and directly with those customers to explain the way in which the issue will be resolved or fully explain why something may not change.
27. For reasons of consistency with previous assessments, the following is a guide to the assessment of GLL on customer satisfaction:

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

28. The overall score achieved by GLL for customer satisfaction is 4.295 however as this is the first year that the joint survey has been undertaken and that has reduced the score achieved by only a marginal 0.004 it is suggested that the classification of Excellent is retained. 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

29. Five officers associated with the contract have commented on the council's satisfaction with the delivery of the contract during 2017/18 – these can be seen in Annex C. These are the:

- facilities development (leisure) officer who deals primarily with the management of the leisure facilities
 - leisure co-ordinator who undertakes inspections of the facilities
 - partnership development officer who deals with the specialist participation element of the contract
 - leisure facilities project officer x 2 these officers have an input to the contract management aspect of the client team and work closely with GLL teams to deliver capital projects funded by the council.
30. This is now the third year in the reporting cycle and both GLL and council officers have worked hard to make improvements to the delivery of the service.
31. During 2017/18 there have been significant improvements made to the services across both councils which have required co-operation from GLL management teams in all centres. The range of projects which have been undertaken include:
- new wet side changing accommodation at Thame Centre
 - new wet side changing accommodation at Henley Leisure Centre
 - refurbishment works at Didcot Wave Leisure Centre
 - new boilers at Abbey Sports Centre
 - new domestic water heaters at Henley Leisure Centre
 - new domestic water heaters at Wantage Leisure Centre
 - installation of temporary changing accommodation at Wantage Leisure Centre
32. These projects required a concerted effort from GLL to liaise with customers, organise activity programmes and provide many out of hours and overnight work teams to keep the service operational. The installation of new temporary changing accommodation works at Wantage Leisure Centre were undertaken by the Vale Academy Trust to facilitate their move from three to two sites. The building works and the customer logistics were dealt with by the GLL team on site and the complexity of the project required careful planning and implementation to minimise the disruption to customers which should be commended.
33. Despite the challenges of operating 10 complex and multi-disciplined facilities, GLL has continued to support a range of charitable and developmental initiatives during the year, these included Swimathon, Sport Relief and the GLL Sport Foundation supporting talented athletes living in South and Vale including hosting a GLL evening to present awards. In 2017/18 115 athletes benefited from funding and free access to our centres. Usually there would be 11 facilities to manage but Abbey meadow outdoor pool was closed for refurbishment. The added benefit that GLL provide as part of their service delivery for the community's health and wellbeing is growing year on year and the activities above combined with the ones detailed in Annex F. It is widely recognised that sport and physical activity brings significant public value that can be measured by improvements in health, social, economic and environmental

wellbeing. These impacts are now being measured in monetary terms by GLL using the latest research and via the Datahub Social Value Calculator (developed by Experian and Sheffield Hallam University). It is early days, however officers are working closely with GLL to better understand the value and contribution our leisure facilities have on the wider society in the districts and in particular the value of preventative services, increasing our relevance with public health commissioners. It is envisaged that these benefits will be reported in future scrutiny reports.

34. Officers continue to express concern about the elevated level of staff turnover across the contract. Despite salary increases and maintaining a high degree of in service training, officers raised concerns with senior GLL managers over the recruitment processes and internal mechanisms employed by GLL in filling posts. These discussions have provided some change which we are waiting on to evidence improvements.
35. GLLs community team have worked in partnership to deliver some significant outreach successes. Since April the team have worked individually and collaboratively with the council's participation team to deliver a significant programme of community activities these are detailed in Annex E
36. In 2017/18 GLL hosted two election counts at the White Horse Leisure and Tennis Centre, both the general election and county council election counts ran smoothly and were well served by the wider GLL team and the centre team should be recognised for their efforts.
37. The way in which GLL monitor repairs and maintenance has changed, the software has been replaced which appears to be an improvement. The client team will monitor this with the GLL team to ensure information and works are maintained. The partnership maintenance manager has had their duties split across another GLL region, this is a new change made without the approval of the client team. There are no obvious reductions in service at this point however close monitoring will take place to identify any resulting service deficiencies that may arise in the future.
38. When a centre consistently reaches 90 per cent plus scores from its monitoring visits the centre, as an incentive is given a month off from a monitoring visit and subsequent visits that maintain these standards increasing incrementally up to a maximum of three months off. The table in Annex G shows the scores achieved in April 2016 and then in March 2017 giving an average score between the start and end of the year. This resulted in an improvement of one per cent over the year from an average of 91 per cent in 2016 to 92 per cent in 2017. Abbey Meadow Pool was closed due to refurbishment, but the figures have been adjusted to maintain continuity for the other scores.
39. We have worked closely with GLL to implement these changes and the benefits of improved maintenance, monitoring scores and information flow, have already been evidenced. It remains a disappointment that the client team still appear to be the catalyst for identifying reactive maintenance issues and it is suggested that more emphasis is needed from GLL to get its management teams to liaise closer with its maintenance team to action works and plan repairs in a more timely and effective manner.

40. Based on GLL’s performance, an overall council satisfaction rating of 3.77 has been achieved decreasing slightly from 3.8 in the previous year. An analysis of council satisfaction can be found in Annex C

Although GLL have not scored high in the marked aspects of this section, the overall relationship with the council and determination of the teams within the facilities to deliver the service and to expand the wider community activities merits more recognition. There are many examples where GLL staff offer service above and beyond the normal requirements, be that in delivering first aid to customers who are non-users of our facilities, taking responsive and immediate action to threats of violence to staff and customers and responding to external factors beyond GLL control that directly affect business continuity and the many challenges outside of the normal delivery of the leisure service. During this period officers recommend that the score in this section is increased from Fair to Good in recognition of GLL’s continual determination to deliver and improve the service on the ground.

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

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

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

OVERALL ASSESSMENT

43. 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 satisfaction judgement **Good**

Previous overall assessment for comparison **Good**

STRENGTHS AND AREAS FOR IMPROVEMENT

44. Annex D of this report records strengths and areas for improvement relating to the performance of the contractor over the last year. We have worked with GLL to develop an action plan to address areas for improvement. The plan is attached as Annex B and will be delivered in 2018/2019.

CONTRACTOR’S FEEDBACK

45. 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

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

LEGAL IMPLICATIONS

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

CONCLUSION

48. The contract deals with more than 2.2 million visits each year. The variety and complexity of the services provided by GLL demonstrate the size and scale of the task to meet customer needs and expectations.
49. Considering the performance of the contractor against KPTs, customer satisfaction and council satisfaction, the head of service has made an overall judgement based on GLL achieving an excellent, excellent and fair rating in the three categories.
50. The head of service has assessed GLLs overall performance as GOOD for its delivery of the leisure management contract for 2017/18. 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.
51. If the committee does not agree with the head of service assessment, then this report will be referred to Cabinet and a final assessment of GLLs performance made.

ANNEX A – CUSTOMER SATISFACTION

		Overall Score
1	Ease of getting through on telephone	4.33
2	Time Spent at Reception	4.47
3	Ease of booking and paying at reception	4.34
4	Ease of booking and paying online	4.24
5	Range of activities available	4.30
6	Opening Hours of centre	4.47
7	Times activities are available	4.41
8	Ease of Parking	4.20
9	If Fast track pods were available, how useful were they	4.30
10	Availability of product information	4.38
11	Quality of available information on websites	4.36
12	Quality of customer information available	4.30
13	Quality of customer information available	4.38
14	Quality of temperature of pool and pool hall	4.25
15	Quality of lighting in activity area	4.37
16	Quality of lighting in activity area	4.36
17	Quality of flooring in activity area	4.25
18	Quality of artificial turf pitches	4.31
19	Quality and range of clothing and equipment available	4.34
20	Food Range available	4.07
21	Food Quality available	4.09
22	Food Value for money	4.11
23	Food Reliability of service	4.08
24	Cleaning Changing Facilities	4.31
25	Cleaning Toilet Facilities	4.31
26	Cleaning Activity Area	4.37
27	Cleaning Café area if applicable	4.30
28	Cleaning Reception Area	4.27
29	Cleanliness of inside of centre as a whole	4.32
30	Cleanliness of outside of centre as a whole	4.29
31	Visibility of professional, well presented and uniformed staff	4.49
32	Helpfulness and knowledge of staff	4.46
33	Motivation and enthusiasm of coach/instructor	4.52
34	If staff were available were they able to assist you fully	4.48
35	Value for money of activities	4.46
36	Overall satisfaction with your visit today	4.47
Average Score		

The average score reached in 2017/18 was 4.33 across the contract, which is a small improvement on last year. The GLL team should be commended for their efforts and we will continue to work with the centre managers and partnership management to maintain and improve this score.

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

Feedback received directly by GLL

Type of Complaint to GLL	Yearly Total 2017/18	Type of Compliment to GLL	Yearly Total 2017/18
Cleaning	121	Cleaning	44
Staffing	64	Staffing	179
Equipment / Environment	93	Equipment / Environment	22
Communications / On-line	51	Communications / On-line	6
Repairs & Maintenance	127	Repairs & Maintenance	9
Classes	197	Classes	73
Memberships	56	Memberships	17
Miscellaneous	15	Miscellaneous	38
			0
Totals	808	Totals	388

In 2016/17 the number of complaints made to GLL totalled 429 and the compliments received by GLL numbered 165

Feedback received directly by the councils

Type of Complaint to Councils	Yearly Total 2017/18	Type of Compliment to Councils	Yearly Total 2017/18
Cleaning	12	Cleaning	0
Sessions / Classes	10	Sessions / Classes	0
Communications / On-line	1	Communications / On-line	0
Repairs & Maintenance	10	Repairs & Maintenance	0
Staff	3	Staff	1
Campsite	1	Campsite	0
Memberships	4	Memberships	0
Miscellaneous	5	Miscellaneous	0
TOTALS	48	TOTALS	1

In 2016/17 the number of complaints made to the councils totalled 74 and the compliments received by the councils numbered 3

Within the reporting year GLL introduced a new customer feedback mechanism called Listen 360 which encourage customers to feedback on their whole experience. This has significantly increased the number of issues raised by approximately 50% which allows managers to deal quicker with difficulties in a more direct fashion with customers. The number of complaints to the councils have dropped as required but potentially due to the new GLL system delivering the response customers see as appropriate.

Annex B – Action plan for 2018/19

Action	Owner	Due date	Update
More staff in gym in Sports Centre Gyms	GLL	As quickly as possible	
No sauna available at Thame	Council	Within 2018/19	
Car Park needs to be bigger at Thame	Council/GLL	Outside council or GLL control. Dialogue with Lord Williams School and OCC	
Vending machines often out of order	GLL	Quarter 3 18/19 Updated machines have electronic fault reporting which should enable speedier repairs.	
Improve Dry Side changing rooms at Henley Leisure Centre	Council/GLL	2018/19	
Website needs improvement	GLL	2018/19	
Insufficient space on classes at WHLTC	GLL	2018/19	
Hair Dryers require replacement on poolside at White Horse	GLL	2018/19	
More class spaces at Faringdon Leisure Centre	GLL	2018/19	
More classes at Wantage Leisure Centre	GLL	2018/19	
Centre teams to be more alert to maintenance and cleaning issues	GLL	Immediate	

Action Plan Outcomes for 2017/18

Action	Owner	Due date	Update
Review the café menu at Didcot Wave	GLL	July 2017	Menu was reviewed, and product lines amended with specialist HQ team resulting in less complaints
Review activity programmes at all centres	GLL	September 2017	Revised swimming programmes have created greater capacity and refinement of dual use programmes have created more community access
Invest more in Didcot Wave	GLL / Council	March 2018	Investment of £100,000 by SODC to refurbish plant and buildings
Provide Hub Room to Thame Leisure Centre	GLL	December 2017	To be complete by Summer/Autumn 2018
Introduce improved vending service	GLL	September 2017	New vending contract by GLL with all new machines in place February 2018
Improve changing rooms at Henley Leisure Centre Wet Side.	Council	December 2017	New wet side changing rooms provided by SODC in winter 2017/18
Improve cleaning at Henley pool changing rooms	GLL	Ongoing	New systems and checks in place
Speed of answering telephones at WHLTC	GLL	Ongoing	This is a continuing problem due to the ongoing high demand for use of the facility, additional

			manpower has been added in 2017
Queues at reception at WHLTC	GLL / Council	September 2017	Discussions are on-going regarding the introduction of access controls which will have some impact on how customers access the facility. It is key that speed of access is improved if this proposal is to proceed.
Improve hairdryers at poolside WHLTC	GLL	September 2017	New units are being considered but all units are being maintained in a speedier timescale by contractors.
Improve gym and changing facilities at Faringdon LC	GLL / Council	Ongoing	Discussions and options have been considered however the delivery of the Artificial Turf Pitch is a priority for resources and a scheme will be finalised in 2018/19
Improve car parking at Wantage	Council	September 2017	Traffic control measures installed in February 2018
Improve the GLL website through accuracy and quality of information as well as diligence of GLL staff checking content. Corporately information should be fed back that customers do not find the website clear easy or logical to use	GLL	Ongoing	Corporately the website has not changed, the centre teams have more access and information to customers has improved although not to the extent where

			the client team must continually check data
Improve communication between council and GLL teams with particular emphasis on participation and development	GLL / Council	Ongoing	New regular meetings have been introduced with an improved level of communication and effectiveness.
Improve social media communications	GLL	December 2017	GLL have introduced both a Facebook and Twitter account which is updated regularly and links to the council's accounts for continuity.

Annex C – Council Satisfaction for 2017/18

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

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

Contractor

From (date) To

SERVICE DELIVERY

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

COMMUNICATIONS AND RELATIONS

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

IMPROVEMENT AND INNOVATION

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

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	5	X5	25
satisfied	64	X4	256
neither satisfied or dissatisfied	26	X3	81
dissatisfied	1	X2	2
very dissatisfied	0	X1	0
Total	96		362

The overall council satisfaction is calculated as follows: $362 \div 96 = 3.77$ (refers to point 40 in the report)

KEY DOCUMENTS

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

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

ANNEX D - STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths

Centre managers and partnership manager especially are approachable and willing to help in all situations

Monitoring scores have on the whole been maintained at a high level and services improved

Works well in partnership at high level providing updates on contract issues

Teams work well to deliver joint projects including major works especially on carbon reducing schemes and building projects

Areas for improvement

GLL website in terms of navigation, information and resource to update pages

Facility teams identifying issues in centres rather than the client team providing work lists

Communication with the participation team when undertaking projects and the customer interface necessary to update visitors to the facilities

Management and updating of social media sites and electronic tools for providing on line bookings by GLL corporately and by site teams.

Annex E – Community Activities

April 2017

- Anniversary Swimathon Weekend
- Six centres across the partnership hosted various events with 175 swimmers taking part.
- Organising and Hosting a Walking Football Festival
- 5 teams taking part in a six a side “friendly” tournament, this is the second running which will be expanded next year.

May 2017

- Organising Wantage Triathlon
- 28 competitors took part
- Go Active Gold Swim Campaign
- 400 residents were offered the chance to have 5 swims for £5 plus a free swim for a grandchild

June 2017

- Organising and Hosting GLL Sports Foundation Awards Evening
- 30 athletes presented with Foundation Awards at the event but 115 athletes in the districts were provided with support.

July 2017

- Organising and promoting Faringdon 60+ Programme
- 60+ activities introduced with drop in sessions for badminton and table tennis which have grown to the point where a volunteer leader now manages the sessions.

August 2017

- Hosted Swim Doctor Master Class taken by Olympic swimmer Keri-Anne Payne

• September 2017

- Organised and hosted Wheelchair Basketball
- Weekly activity with minimum 7 athletes participating

October 2017

- Organised Primary School Football Tournament

- 8 primary schools with 150 boys and girls playing over a two-day period
- Organised and hosted Pickleball Tournament
- 16 players from south and vale competed with south winning this inaugural competition.

November 2017

- Hosted and organised Push 2 Podium
- 15 players and 3 Paralympians attended including a Rio bronze medal winner, this was the precursor to a regular wheelchair tennis session.
- Organised teams for London Club Games
- 700 competitors attended the copper box in London with south and vale athletes competing and performing to a very high standard.

December 2017

- Organised and hosted Pickleball Tournament
- 56 south and vale athletes compete against west oxford athletes and is organised by a vale volunteer Gill Smith.

January 2018

- Attended Oxfordshire Sports Awards
- Jack Cummins an Invictus Games medallist who trains at Didcot Wave won the disability sports award of the year and the sporting school of the year was won by King Alfred's Academy which is heavily supported by Wantage Leisure Centre and GLL.

February 2018

- Organised and hosted Walking Football Festival
- 64 competitors took part in the second event of its kind, a 45% increase in attendance.

March 2018

- Hosted Disability Swimming Gala
- 27 participants took part in this first event organised by Thame Swimming Club, Thame and District Lions Club and Para-swim England. Hosted and supported by GLL at Thame Leisure Centre.

Annex F - Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT

Dimension 1 – KPT's

GLL is disappointed by the rating of "Poor" against the KPT's set in conjunction with the Councils KPT 2. Whilst we appreciate this is a pre-determined calculation the outcome in patronage is well above UK averages, and the difficulties GLL were faced with in the closure of the Abbey Meadow Outdoor Pool, two-week closure of Didcot Wave pool in December, and a one-week closure of Thame Leisure Centre pools added pressure to achieving this. These closures were out of the control of GLL and were essential maintenance requirements for the district councils. It must also be recognised that contractually we are required to achieve 2% per year but have surpassed this by an additional 1% even with these closures.

KPT 3 - GLL has recently introduced a dedicated disability Fitness Instructor with a project focus of increasing disability usage in both districts, and confident this figure will improve going forward. Whilst the programme has significantly developed across the districts and an increase in patronage for disability usage has grown. More work is needed to convert customers into our inclusive prepaid membership.

GLL is also disappointed with the 'Weak' score in KPT 12. With the closures at Thame Leisure Centre and Didcot Wave swimming pools the facilities would have still been required to heat and service the pools without any customers entering the pool. As this value equates to users per Kwh this would have been a negative effect to this value out of GLL's operational control.

The leisure centres were also notably hit by the cold snap the UK was faced with over the 4th quarter of this reporting period. GLL ensured the centres remained open during this period whereby a lot of leisure centres outside of the districts were closed.

The district leisure centres have still been able to reduce gas consumption per head of customer by 25%. This is a significant reduction in the gas consumption year on year.

GLL would welcome the committee's comments in relation to the item raised in 'Conclusion No. 20' by way of a decision going forward for Dimension 1 'Good' rating being improved.

Dimension 2 – Customer Satisfaction

GLL is proud of the overall score of “Excellence” with the average of 4.33. There is still a significant amount of investment taking place in the centres and to score “Excellence” with a majority of this still to be completed GLL is confident this score can only improve going forward.

The introduction of the Listen 360 system has seen a significant improvement in our engagement with customers. This is a real-time customer engagement system that alerts and nightly email’s summaries. Listen 360 helps the staff to listen closely, respond quickly, to customers. Staff can instantly feedback on the services being provided to our customers and provide immediate communication with them.

Dimension 3 – Council Satisfaction

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

We are very proud of the successes we have made with the council’s leisure centres along with the KPT targets that have been set. The leisure market has never been tougher within the UK, and we are confident the close partnership works we have with the council’s leisure team we will continue to buck the trend in the UK by continuing to grow effectively.

Feedback provided by

Ben Whaymand, Partnership Manager GLL
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Date

29 August 2018

Annex G – Client Monitoring Scores

	Contract Year 3		
	2017/18		
CENTRES	Client Monitoring April 2016	Client Monitoring March 2017	Variance
Abbey SC	93%	92%	- 1%
Didcot LC	93%	96%	+ 3%
Wave	89%	89%	0%
Henley LC	88%	91%	+ 3%
Park SC	92%	89%	- 3%
Thame LC	94%	96%	+ 2%
Faringdon LC	93%	91%	- 2%
Wantage LC	94%	95%	+ 1%
WHLTC	91%	93%	+ 2%
Abbey Meadows	93%	0%	+ 0 %
Riverside	88%	89%	+ 1 %
Yearly Average	91%	92%	+ 1 %