

Joint Scrutiny Committee Report

Report of Head of Development and Corporate Landlord

Author: Mark Foster

Tel: 01235 422201

E-mail: mark.foster@southandvale.gov.uk

South Cabinet Member responsible: Councillor Maggie Filipova-Rivers

Tel: 07850141623

E-Mail: maggie.filipova-rivers@southoxon.gov.uk

Vale Cabinet Member responsible: Councillor Helen Pighills

Tel: 01235 534446

E-Mail: helen.pighills@whitehorsedc.gov.uk

To: JOINT SCRUTINY COMMITTEE

DATE: 19 September 2022

2019/20 performance review of Greenwich Leisure Limited (GLL)

RECOMMENDATION

That the Joint Scrutiny Committee considers Greenwich Leisure Limited's (GLL) performance in delivering the joint leisure management contract for the period 2019/20 and makes any comments before a final assessment on performance is made by Cabinet Members with responsibility for Leisure by way of an individual Cabinet Member Decision for both councils.

PURPOSE OF REPORT

1. The report and its format are based on the council's performance review of 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 2019 to 31 March 2020. This is the fifth report of the 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 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 council’s leisure services are outsourced meaning the authority has established processes 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 contracts which may not require all elements of the framework
 - a step towards managing risk more effectively and improving performance through action planning.

OVERVIEW OF THE REVIEW FRAMEWORK

6. The review process consists of three essential dimensions:
 - performance measured against key performance targets (KPTs)
 - customer satisfaction with the total service experience
 - council satisfaction as client.
7. Each dimension is assessed by officers and the head of service makes a judgement of classification. Contractor feedback and an assessment of strengths and areas for improvement are included. The framework may be adjusted or simplified at the discretion of the head of service, where some dimensions are not relevant or difficult to apply fairly.
8. This contract is the first joint leisure contract and runs from 1 September 2014 until 31 August 2024. GLL provides a comprehensive programme of activities and opportunities for residents and visitors to both districts to enjoy sporting and leisure facilities. GLL operates facilities in Berinsfield, Didcot, Henley, Thame, Wallingford and Wheatley in South Oxfordshire, and Abingdon, Wantage and Faringdon in the Vale within an agreed management contract and a service specification document.
9. The main deliverables within the contract are to:

- 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 £159,089.40 to South Oxfordshire which has reduced and £1,138,136.40 to the Vale which remains unchanged.
10. The figure for South Oxfordshire was reduced from £411,278.76 following contract renegotiations. This was due to the council having to operate the Didcot Wave and Didcot Leisure Centres beyond 2018, when it was anticipated a new leisure centre would have been operational replacing both of those older facilities. This was approved by Cabinet and Council as part of the council’s budget setting process for 2018/19.
11. The table below shows GLL’s performance for the previous and current year. The scores are as follows:

It must be noted that the Covid-19 pandemic had a significant impact on the Key Performance Targets set. Whilst the announcement from the Government closed the leisure centres from Saturday 20 March 2020 the overall impact affected the data and delivery toward the end of December 2019.

Performance Dimensions	2018/2019	2019/2020
Key Performance Targets	Excellent	Good
Customer Satisfaction	Excellent	Excellent
Council Satisfaction	Good	Fair
Overall Score	Excellent	Good

DIMENSION 1 – KEY PERFORMANCE TARGETS (KPT)

12. This contract has fourteen KPTs. These KPTs were compiled in 2013 by a joint working group of scrutiny committee members at the time of drawing up the contract documentation and officers from the leisure and corporate strategy teams. The KPTs consider areas of shared importance to elected members and officers in reporting on the contractor’s performance. The KPTs are reported to cabinet members and senior officers on a quarterly basis so areas of success and concern can be discussed in a timely way.
13. These targets were agreed at the start of the 2019/20 year using the actual achievements from the previous contract year and reflected anticipated trends and changes to services and facilities. The 2019/20 KPT results have been used to inform target setting for 2020/21 with reflection on Covid-19 using average historic figures achieved in the previous reporting year where the virus has continued to cause lockdown 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	>3%	3%	Excellent	5
KPT 2	Increased total activity visits year on year	>4%	5%	Excellent	5
KPT 3	Increased year on year growth of inclusive membership (disabled pre-paid)	>10%	22>%	Excellent	5
KPT 4	Increased year on year growth of concessionary leisure card holders (pay and play)	>1.5%	-14%	Poor	1
KPT 5	Attrition (prepaid memberships only gym, swim etc. not swim school)	<6.5%	7.4	Weak	2
KPT 6	Average length of stay, direct debit members (excluding swim school)	> 13mnths	13.17	Excellent	5
KPT 7	Reduce customer complaints to Councils	<60	52	Excellent	5
KPT 8	Percentage of bookings made online	>70%	68.5%	Good	4
KPT 9	Percentage of referrals completing Healthwise programme (GP referral)	>70%	72.99%	Excellent	5
KPT 10	Conversion rate from Healthwise programme to Healthwise membership	>65%	68.3%	Excellent	5
KPT 11	Decreased year on year energy usage (electricity) Kwh per visit	>4%	-22.85%	Excellent	5
KPT 12	Decreased year on year energy usage (gas) Kwh per visit	>5%	10.15%	Poor	1
KPT 13	Decreased year on year energy usage (water) cubic meters	>10%	-59.4%	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)
	per visit				
KPT 14	Annual user satisfaction survey	>85%	80%	Fair	3
Overall "average" KPT performance rating score (arithmetic average)					4.0
Overall "average" KPT performance (excellent, good, fair, weak, or poor)					Good

14. KPT 4 has not been achieved, this is due to the drop of concessionary members taking up or renewing their membership. GLL were due to launch a concessionary card offer in January 2020 to encourage residents to take up the discounted annual membership however this did not materialise due to Covid-19, and numbers were affected as a result. The impact of the pandemic affected the delivery of users with the impending concerns over what was due to take place. Officers will work with GLL on this option once leisure centres are out of the restrictions due to the pandemic.
15. KPT 5 has fallen short of the target set and would have been due to the downturn in patronage at the end of December with Covid-19 looming. March results were removed to give fairness in the result and the impact of pandemic would have had a greater effect on the overall result.
16. There was a significant improvement to the cleanliness of Abbey Meadow interactive water feature and the Riverside interactive water feature and campsite. Both water features require regular routine cleaning throughout their operating season to minimise the growth of algae. The team significantly improved the cleaning operations of both facilities resulting in only 7 complaints being made during the season, and reduction of 23 on the previous season.
17. KPT 12 has fallen short of the target set and seems as though consumption in general was higher at some leisure facilities than others. 2019 experienced lower temperatures in May June and July compared to 2018. Outdoor pools being affected by lower patronage and higher gas consumption during this period in 2019. March results were removed to give fairness in the result and the impact of pandemic would have had a greater effect on the overall result.
18. KPT 14 saw lower completion rates of the GLL online surveys being completed.
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 KPTs:

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

20. Based on GLL's performance an overall "average" KPT performance rating score of **Good** has been achieved. The result in the previous year was 4.57 (Excellent). Based on GLL achieving an "Excellent" rating in 9 out of 14 KPTs which is three less than the previous year, 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 2019/20. Details of the questions asked are attached as Annex A of this report.
23. The sample size for this paper-based survey was 1,454, a decrease from the 2,147 samples achieved in 2018/19. These questions are aligned with GLL's electronic survey to members. This has provided us with a more diverse customer base and enabled the potential for a wider group of residents to respond.
24. GLL also operate an electronic survey using the same questions, but a percentage scoring matrix. In 2019/20 the number of surveys completed was 426 and an average satisfaction score of 80% or 4.0, a decrease on 2018/19's score of 87%.
25. GLL has achieved an overall customer satisfaction score in the paper-based survey of 4.42, which is a slight decrease from the 4.44 achieved in 2018/19. 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.
26. 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.
27. The number of adverse comments reported to the council has significantly dropped when compared to 2018/19. There were 52 in 2019/20 compared to 65 in 2018/19. The number of positive comments has risen from 2 in 2018/19 to 3 in 2019/20. It is clear from the detail found in the table in Annex A that the largest area of customer concern lies with the classes area of the service. These concerns ranged from cancelled classes, insufficient choice of class, quality of equipment or other related matters. The client team have raised concerns over the numbers of classes provided at some facilities and the way in which recruitment for instructors takes place. These discussions will continue with GLL to ensure that there remains a balanced

programme of classes and that instructors are not required to hold unnecessary qualifications which can impede recruitment.

28. Cleaning comments to GLL have increased slightly overall from 67 to 70, however, the number of cleaning comments to the council has decreased from 19 to 12, which can indicate that GLL are improving on their cleanliness which leads the council to believe matters are being dealt with a lot more promptly. The onset of the pandemic has seen a direct change to the cleanliness regime which would also indicate customers are a lot more comfortable taking part in their activities with increased cleaning in place. This aspect of the service had been acknowledged by GLL in the previous reporting year and evidence of actions taken place.

29. It is encouraging that 382 customers complimented staff on their delivery of the service, and this reflects the majority of experiences that customers have when visiting our centres. All customer comments to GLL are reviewed at the monthly client meetings as part of the regular monitoring of the service.

30. For reasons of consistency with previous assessments, the following is a guide to the assessment of GLL on customer satisfaction:

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

31. The overall score achieved by GLL for customer satisfaction is 4.42 this is a decrease on the 2018/19 score of 4.44. Based on this performance, the head of service has made a judgement on customer satisfaction as follows:

Customer satisfaction judgement **Excellent**

Previous customer satisfaction judgement for comparison **Excellent**

DIMENSION 3 – COUNCIL SATISFACTION

32. Eight officers associated with the contract have commented on the council’s satisfaction with the delivery of the contract during 2019/20 – the combined scores are listed in Annex C.

33. This is now the fifth year in the reporting cycle and both GLL and council officers have continued to develop and make improvements to the delivery of the service.

34. Officers identified that the quality of the relationship and partnership between Council officers and GLL is good. Centre managers and the Partnership manager remain very approachable and willing to help in all situations. Monitoring levels been varied throughout the year with some facilities raising concerns. Areas for improvement continues to be the GLL website in terms of ease of navigation and accuracy of information.

35. During 2019/20 there have been significant challenges in operating the two outdoor facilities in Abbey Meadow in Abingdon and Riverside in Wallingford. This GLL did with great endeavour and with only one operational issue, which related to the poor standard of the Splash Pad at Riverside at the end of the season. Officers viewed

this as a frustrating concern given the season for both pools and its surrounding areas were exceptional during the summer season. GLL acknowledged this slight failing and actively rectified immediately once raised.

36. The way in which GLL monitor repairs and maintenance continues to be the use of a Computer Aided Facility Management system (CAFM). 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 changes in the Facility Management team from August 2019, and the recruitment of a new manager in this team. This recent change saw a drop in the active use of the CAFM by GLL, and the client team have had to step in several times to question the use of the system. The Facilities Maintenance Manager is now dedicated to South & Vale where the previous year saw this position looking after another district. Officers can see an improvement being made going forward with this dedicated resource.
37. The council's client team carry out performance monitoring visits to ensure that the services provided by GLL are in accordance with the contract agreement. This includes monthly inspections, with incentives for GLL when they exceed performance expectations. The table in Annex F shows the scores achieved in April 2019 and then in February 2020 giving an average score between the start and end of the year (Covid-19 prevent audits being completed in March 2020). This resulted in an improvement of 1.8 per cent over the year from an average of 89.4 per cent in 2019 to 91.4 per cent in 2020. Overall GLL have generally maintained the centres at a high level and services have improved with only three facilities seeing a drop in audit scores over the year of reporting.
38. Officers continue to work closely with GLL to implement these changes and ensure the leisure facilities benefit from improved maintenance, monitoring scores and information flow. It is however disappointing Officers still appear to be the catalyst for identifying reactive maintenance issues and having to request the CAFM system to be updated with supporting information. Officers have requested for GLL to get its management teams to liaise closer with its Facilities Maintenance Manager to action works and plan repairs in a more timely and effective manner.
39. As part of the contract there has been a significant investment to the reduction of the leisure centres' carbon footprints and to reduce energy consumption. In the reporting year GLL and the council introduced LED lighting in the car park at Didcot Wave, Faringdon corridors, Henley dry side changing rooms. New high efficiency air powered showers installed at Faringdon Leisure Centre and Henley Leisure Centre reducing water consumption by 50%.
40. It is now widely recognised that sport and physical activity brings significant social value that can be measured by improvements in health, social, economic, and environmental wellbeing. These impacts are being measured in monetary terms by GLL using the latest research and via the Datahub Social Value Calculator (developed by Experian and Sheffield Hallam University). It uses operator data and sector wide benchmarking to give an insight to the value in community savings generated across four key areas – health care; education; wellbeing and crime. These impacts were first measured in 17/18 for the two districts. In 2019/20 the social value (i.e., saving our leisure facilities make to the local community) for South was calculated at £9,226,254 and for Vale £8,777,267. This was an increase of 12% in both districts, from the previous year. The social value increase value being £987,960.

41. GLL’s community team have continued to work in partnership with the council teams to deliver some significant outreach successes. Since April 2019 the team have worked individually and collaboratively with the council’s participation team to deliver a significant programme of community activities. These are detailed in Annex D, some of the successes include.

- Fourth annual 55+ Better Club Games was a great success with South and Vale winning the trophy for the third time in a row. Last year was the biggest even yet with over 140 competitors.
- In collaboration with several partners the White Horse Leisure and Tennis Centre staged the World Cup ITF Future Series Paralympic Tennis Tour a qualifying event for the Paralympic Games in October 2019.
- GLL continued to support the council with the local elections held at the White Horse Leisure and Tennis Centre with praises coming from the Electoral Services Team.
- The GLL Sports Foundation contributed £81,850 of support to 140 athletes across both districts during its annual foundation support. It must be noted that 93 per cent of these athletes do not receive any further funding support.

42. Based on GLL’s performance, an overall council satisfaction rating of 3.65 has been achieved reducing slightly from 3.91 in the previous year. An analysis of council satisfaction can be found in Annex C.

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

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

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

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

Council satisfaction judgement **Fair**

Previous council satisfaction judgement for comparison **Good**

OVERALL ASSESSMENT

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

Council overall satisfaction judgement **Good**

Previous overall assessment for comparison

Excellent

STRENGTHS AND AREAS FOR IMPROVEMENT

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

Strengths

- General Managers and Partnership Managers remain very approachable and willing to help in all situations
- Monitoring scores have generally been maintained at a high level and services improved
- Teams within the leisure centres are very amiable and generally very knowledgeable about their roles and the organisation
- Teams continue to work well to deliver joint projects including major works especially on carbon reducing schemes and building projects

Areas for improvement

- GLL website in terms of accuracy of information which we suggest is down to the resource to update and review pages by individual managers
- GLL website in terms of its ease of navigation for customers to find their preferred service
- GLL facility teams identifying issues in centres rather than the client team providing work lists and the control in use of the CAFM system
- Communication with Officers when service issues are apparent to ensure they are aware of concerns prior to hearing these from Councillors

47. We have worked with GLL to develop an action plan to address areas for improvement. The action plan is attached as Annex B and will be delivered in 2020/2021.

CONTRACTOR'S FEEDBACK

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

FINANCIAL IMPLICATIONS

49. Faringdon Astro Turf Pitch (ATP) has continued to be delayed in its delivery which has impacted the revenue delivery of the GLL contract. Officers are seeking a S77 from the Secretary of State for Education.

50. This follows an application being made under notification to the Secretary of State for Education of a disposal of playing field land under Schedule 1, Part 3 of the Academies Act 2010. Applying for the consent of the Secretary of State to a disposal of playing field land under the Funding Agreement. This land is owned by the Faringdon Learning Trust.
51. Currently the council and GLL are discussing the financial implications of its delay in delivery against the Invitation to Submit Final Tender approved when the current contract was awarded.

LEGAL IMPLICATIONS

52. There are no legal implications arising from this report

CONCLUSION

53. The contract deals with more than 2.2 million visits each year. The variety and complexity of the services provided by GLL demonstrate the size and scale of the task to meet thousands of customer needs and expectations. The impact of Covid-19 is yet to be determined on how this will be affected going into the future.
54. The future 'new normal' is yet to be determined by the recent pandemic and will pave the way to a different outlook on the delivery of services going forward.
55. With recent changes at management levels, it will be key for GLL to ensure service delivery continues to exceed expectations.
56. 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.
57. The head of service has assessed GLLs overall performance as 'Good' for its delivery of the leisure management contract for 2019/20. 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.
58. The implications of the pandemic have hit the performance delivery of the contract and committee is asked to consider this in the overall performance delivered. Specifically relating to Dimension 1 where an assessment and final judgement has had to be made due to the impact of Covid-19 and Government restrictions being imposed.
59. 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

ACCESS		Overall
1	Ease of getting through on telephone	4.44
2	Time Spent at Reception	4.47
3	Ease of booking and paying at reception	4.50
4	Ease of booking and paying online	4.45
5	Range of activities available	4.43
6	Opening Hours of centre	4.52
7	Times activities are available	4.43
8	Ease of Parking	4.44
9	If Fast track pods were available, how useful were they	4.59
FACILITIES / SERVICES		
10	Availability of product information	4.44
11	Quality of available information on websites	4.39
12	Quality of customer information available	4.44
13	Water quality of pool	4.58
14	Quality of temperature of pool and pool hall	4.40
15	Quality and range of activity equipment available	4.46
16	Quality of lighting in activity area	4.51
17	Quality of flooring in activity area	4.44
18	Quality of artificial turf pitches	4.12
19	Quality and range of clothing and equipment available	4.19
FOOD / DRINK		
20	Range available	4.14
21	Quality available	4.24
22	Value for money	4.22
23	Reliability of service	4.26
CLEANLINESS		
24	Changing Facilities	4.47
25	Toilet Facilities	4.39
26	Activity Area	4.38
27	Café area if applicable	4.50
28	Reception Area	4.38
29	Cleanliness of inside of centre as a whole	4.46
30	Cleanliness of outside of centre as a whole	4.38
CENTRE STAFF		
31	Visibility of professional, well presented, and uniformed staff	4.58
32	Helpfulness and knowledge of staff	4.52
33	Motivation and enthusiasm of coach/instructor	4.54
34	If staff were available were, they able to assist you fully	4.52
VALUE FOR MONEY		
35	Value for money of activities	4.49

36	Overall satisfaction with your visit today	4.48
Average Score		4.42

The average score reached in 2018/19 was 4.44 across the contract and in 2019/20 the score was 4.42, which is a small drop on last year. The GLL team should be commended for their efforts and the client team will continue to work with the general managers and partnership management to maintain and further improve this score.

Customer comments are also monitored. The volume of comments received during the reporting year is detailed below and broken down by complaint and compliment and over the main areas of the operation to cause concern.

Feedback received directly by GLL

Type of Complaint to GLL	Yearly Total 2019/20	Type of Compliment to GLL	Yearly Total 2019/20
Cleanliness	70	Cleaning	30
Staffing	13	Staffing	169
Equipment / kit	54	Equipment / kit	6
Communications / On-line / Phone bookings / website	28	Communications / On-line / Phone bookings / website	3
Repairs & Maintenance	60	Repairs & Maintenance	4
Temperatures (showers/pools/changing room)	36	Classes	102
Tired & shabby areas	24	Parties	7
Opening hours	4	Memberships / pricing	8
Classes / sessions / lessons	106	General facility	117
Memberships / refunds / prices	31		
Miscellaneous	42		
Vending / refreshments	5		
TOTALS	397	TOTALS	382

In 2018/19 the number of complaints made to GLL totalled 536 and the compliments received by GLL numbered 398. The reduction in patronage and closure of the facilities due to Covid-19 will have influenced 2019/20 figures.

Feedback received directly by the councils

Type of Complaint to Councils	Yearly Total 2019/20	Type of Compliment to Councils	Yearly Total 2019/20
Cleaning	12	Cleaning	2
Cleaning - Splashpads	2	Staff	1
Membership	1		
Sessions / classes / bookings	11		
Communications / On-line	3		
Repairs & Maintenance	2		
Staff	2		

Lighting (floodlighting/tennis)	3		
Safeguarding	2		
Car Parking	3		
Pool temperature	6		
Miscellaneous	5		
TOTALS	52	TOTALS	3

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

Three years ago, GLL introduced a new customer feedback mechanism called Listen 360 which encourage customers to feedback on their whole experience. This encourages customers to actively feedback on their experiences which allows leisure centres teams to deal with issues in a proactive manor. The number of complaints to the councils has reduced this year and showing a significant improvement to the operation of the splash pads (reducing by 12 to only two over the season).

Annex B – Action plan for 2020/21

Action	Owner	Due date
Refurbish changing rooms and sports hall floor at Abbey Sports Centre	Council	2020/21
Riverside Outdoor pool refurbishment of the pool surround and replacement bin store	Council	2020/21
Upgrade Thame dry side toilets	Council	2020/21
WHLTC dry side disabled ramp and changing places facility to the Sports Hall	Council	2020/21
Faringdon Leisure Centre replacement Sauna and Steam rooms	Council	2020/21
WHLTC lifecycle replacement Gym Equipment as part of contract	Council/GLL	2020/21
Improve Identification of maintenance and issues in every centre	GLL	Immediate
Ensure staff in every gym as per the contract	GLL	Immediate
Improve Access Security at White Horse LC	GLL/Council	2020/21

Action Plan Outcomes for 2019/20

Action	Owner	Due date	Update
Refurbish changing rooms and sports hall floor at Abbey Sports Centre	GLL/Council	2019/20	S106 funding has been applied for the changing rooms. Sports Hall project is out to procurement although slight delayed due to Covid-19
Didcot Wave, improve wet side cleaning, improve air conditioning in gym,	GLL/Council	2019/20	Air conditioning has been replaced and car park lighting upgraded to LED. Further roof leaks have

upgrade café, add more equipment in gym and improve car park lighting			prevented further improvements being made whilst these issues are rectified
Upgrade Henley dry side changing rooms to match the wet side.	Council	2019/20	Works completed March 2020
Upgrade Thame dry side toilets	Council	2019/20	Currently out to procurement complete Autumn 2020
White Horse Centre, improve wet side cleaning, manage waiting lists for swimming lessons, improve tennis courts outside, classes are too full, more weights in the gym.	GLL	2020	Additional gym equipment and a new multi-functional area installed in April 2019. Clay courts serviced back in action in the summer 2019. A new cleaning rota and regime adopted which has seen significant improvements to the wet side area. These have been noted in client audits. Swimming Teacher recruitment has improved and waiting lists have dropped compared to the previous year's report.
Faringdon Leisure Centre, Refurbish the wet side changing rooms more car parking.	Council/GLL	2019	Wet side refurbishment completed July 2019. 28 additional parking spaces delivered as part of the school extension.
Wantage Leisure Centre, more range of gym equipment, refurbish wet side changing rooms.	Council/GLL		Reviewing s106 funds with the removal of Wessex Leisure Centre project to investment into Wantage Leisure Centre.
Improve Identification of maintenance and issues in every centre	GLL	Immediate	Still an ongoing issue on identifying maintenance tasks. New FM in place and should improve going forward. Officers will continue to monitor through the client audits being completed.
Ensure staff in every gym as per the contract	GLL	Immediate	Still times within leisure centres where there is not a gym member of staff available. GLL are doing pushing

			recruitment and have system in place to monitor the areas if an FI is not available.
Improve recruitment of coaches/instructors	GLL	Immediate	Improvements have been made and there have been minimal reports of instructor issues
Improve Access Security at White Horse LC	GLL/Council	2019/20	Phase 1 of the reception development has been approved with Phase 2 pending approval. Covid-19 outbreak has caused delays with being able to move this project forward.

Annex C – Council Satisfaction for 2019/20

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

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

Contractor

From (date) To

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dissatisfied	(1) Very dissatisfied
1 Understanding of the client's needs			3.88		
2 Response time			3.38		
3 Delivers to time			3.13		
4 Delivers to budget		4.00			
5 Efficiency of invoicing			3.33		
6 Approach to health & safety			3.71		

COMMUNICATIONS AND RELATIONS

	Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
7	Easy to deal with		4.25			
8	Communications / keeping the client informed			3.38		
9	Quality of written documentation			3.60		
10	Compliance with council's corporate identity			3.80		
11	Listening			3.43		
12	Quality of relationship		4.14			

IMPROVEMENT AND INNOVATION

	Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
13	Offers suggestions beyond the scope of work			3.43		
14	Degree of innovation			3.43		
15	Goes the extra mile			3.50		
16	Supports the council's sustainability objectives			3.83		
17	Supports the council's equality objectives		4.00			
18	Degree of partnership working			3.63		

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	70	X4	280
neither satisfied nor dissatisfied	39	X3	117
dissatisfied	4	X2	8
very dissatisfied	0	X1	0
Total	118		430

The overall council satisfaction is calculated as follows: $430 \div 118 = 3.65$ (refers to point 40 in the report)

KEY DOCUMENTS

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

- 1. Updated equalities information (Yes)
- 2. Updated utility information (Yes)
- 3. Updated WAM information (Yes)

Annex D – Community Activities

March 2019

Swimathon 2019

During the weekend of 29-31 March swimming pools across South Oxfordshire and Vale of White Horse took part in Swimathon, the world's biggest fundraising swim!

- £14,450 raised in total
- 228 swimmers in total across both districts, an increase of 63 and 38% on 2017
- Swimming pools taking part: White Horse Leisure and Tennis Centre, Henley Leisure Centre, Faringdon Leisure Centre, Wantage Leisure Centre and Didcot Wave Leisure Pool and Gym
- Large increase in participation at White Horse Leisure and Tennis Centre (ran over 3 days), Faringdon Leisure Centre and Didcot Wave Leisure Pool and Gym

May 2019

Team South Oxfordshire and Vale of White Horse win Club Games

Third annual 55+ Better Club Games, which is a celebration of physical activity and competitive sport for older people. The day was extremely competitive and showcased some great talent from the older generation. Team South and Vale won 3/6 of the events crowning the partnership for the third year in a row.

- 46 participants from South Oxfordshire and Vale of White Horse took part in the event
- 5 partnerships took part in the event
- South and Vale finished 1st in Badminton, Walking Football, Table Tennis and Pickleball
- The event showcases the work that Better and both District Councils have invested in over 55's activities



June 2019

GSF Awards South Oxfordshire and Vale of White Horse

On 11 June at Didcot Civic Hall, South Oxfordshire, GLL held their 5th annual GLL Sport Foundation (GSF) Awards. This year **140** athletes from South Oxfordshire and Vale of White Horse have received an award compared to 137 in 2018, 115 in 2017 and 83 in 2016.

The event took place to celebrate the successes of GSF athletes from South Oxfordshire and Vale of White Horse and athletes. Those who were awarded; achievement, top-up, ambassador or SportsAid were invited to collect a certificate and information on their award.

The event was hosted by James Jebb (GSF National Manager) with presentations made by:

- Pam Radley- Assistant Manager- Award announcer
- Cllr Elizabeth Gillespie- Vice-Chairman of South Oxfordshire District Council
- Cllr Margaret Crick- Chairman of Vale of White Horse District Council
- Graeme Thomas – GLL Sport Foundation Ambassadors for South Oxfordshire
- Gemma Bridge- Commonwealth Games Athlete

Both Graeme Thomas and Gemma Bridge held a Q&A session speaking about their inspirational sporting journeys and gave advice to those younger athletes on how to compete at the highest level, and what sacrifices they have made to get to where they are.

Aims:

- Acknowledge SODC/VOWHDC most successful upcoming athletes and present their awards
- Celebrate partnership with SODC/VOWHDC supporting talent and aspiring sports people
- Discuss journey of GSF to date, past successes, and future aspirations

Highlights:

- Good atmosphere and strong attendance
- 70+ attendees
- 26 athletes presented with their awards and photos taken (photos to follow)
- Q&A with ambassadors: Olympic Rowers Graeme Thomas
- Q&A panel Gemma Bridge and Graeme Thomas

UKactive conference & Awards – Manchester June 2019

Physical Activity Champion - Viv Boorman – Health Walks
Unsung Hero – Sue Auger – Disability Tennis Programme

Both above were nominated by the White Horse Leisure & Tennis centre for great work helping groups participate in physical activity. Both Viv and Sue managed to reach the final of the UkActive Uprising Awards and attended a prestigious Awards ceremony in Manchester.

White Horse Leisure & Tennis Centre also got through on the following categories but were unsuccessful.

- Regional / National Centre of the Year Award
- Inclusion and Disability Award

South & Vale Business Awards 2019 - White Horse Leisure & Tennis Centre – Finalist

The team at The White Horse Leisure & Tennis Centre were nominated for the South Oxfordshire & Vale Business Awards 2019, which is backed by both the South Oxfordshire and Vale of White Horse District Councils.

As part of the awards process the team were invited to attend events throughout the calendar year including a Vale Business Breakfast.

The team were finalists for the Category of Employer of the Year but narrowly missed out.



August 2019

I am Team GB Open Day 25th August 2019 White Horse Leisure and Tennis Centre

Inspired by the achievements of Team GB athletes and the amazing efforts of local community heroes, I Am Team GB has created the Nation's Biggest Sports Day, taking place over the Bank Holiday Weekend. There were hundreds of free and fun activities across the country, put on by amazing volunteers, known as I Am Team GB Games Makers.

The White Horse Leisure and Tennis Centre hosted its first 'I am Team GB' Open Day on Sunday 25th August. The event was attended by Double Olympic Silver medallist, Commonwealth & 4 x European Swimming Champion, Jazz Carlin. The event was also attended by Cllr Margaret Crick (Chairman of Vale of White Horse District Council) and Cllr Helen Pighills (Cabinet Member for Community Services).

In total 150 people attended our events which included, Adult Swimming Lesson, Pre School Swimming Lessons, Stage 1 Swimming Lessons, Family Mini Tennis, Family Pickleball session, Fitness Classes (Body Combat and Body Pump) as well as Free swimming between 10-12. The local

Toyota Dealership sponsored the event by supplying water bottles, wristbands, GB Athlete and advertised by placing their branded cars outside the centre.



September 2019 **Tennis Open Day**

White Horse Leisure and Tennis Centre Tennis Team visited 20 local primary schools to offer free tennis coaching throughout September. Each child received a certificate inviting it to the Open Day at the White Horse Leisure and Tennis Centre.

- 16 Schools visited in the lead up to the Open Day
- 185 children attended the Open Day
- 115 of those in attendance were new to tennis

October 2019 **International Tennis Federation's Futures Wheelchair Tennis Tournament at the White Horse Leisure and Tennis Centre**

Between Friday 25 October and Sunday 27 October, the Whitehorse Leisure & Tennis Centre hosted the International Tennis Federation's Futures Wheelchair Tennis Tournament. It was the last of seven World ranking events on the International Tennis Federations UNIQLO Wheelchair Tennis Tour.

It's the first time the event has been held in Oxfordshire.

39 competitors from 19 countries around the World competed.

The event was part of the yearlong qualifying period for the Tokyo 2020 Paralympics.

The event was attended by:

- GSF Athlete Louise Hunt who led the singles competition,
- Ruby Bishop also competed. She trains at The White Horse weekly under the coaching of Marc Carroll (Former Para Olympian and Coach of The Invictus Games Development Squad) and Jordanne Whiley (Ten Times Grand slam winner).

December 2019 **Vale of White Horse Pickleball Tournament**

White Horse Leisure and Tennis Centre hosted its annual Christmas Pickleball Tournament for the fourth consecutive year. This tournament brought together all players that participate in weekly sessions across Oxfordshire both at BETTER leisure centres and in the community.

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

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

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

- 267 presents in total were collected
- 143 presents from Henley LC
- 124 presents from WHLTC

Annex E - Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT

GLL believes that the Overall Score should not be applied for any period where ALL three Dimensions can not be scored for the year in full, in order to ensure a fair balanced result is achieved.

Dimension 1 – KPT's

GLL was on track for Excellent at the end of Quarter 3. However, due to Covid Impacts beyond our control it was not possible to deliver elements of the KPT's during Quarter 4. GLL notes that March results were removed and as a result a full year could not be scored.

GLL subsequently scored Good for this Dimension which has dropped the Overall score from Excellent to Good. GLL does not believe this is not reflective of our overall performance.

For example;

KPT 4 was linked to a project being undertaken by the GLL Community Sport Manager for South & Vale to issue Leisure Cards to the Berinsfield Community with these due to go Live in March 2020. However, this was not possible due to a combination of Furlough and Lockdown.

KPT 5 was significantly impacted From December 2019 onwards with a higher than normal level of cancellations with Covid-19 looming.

KPT 12 was significantly higher Gas usage due to the White Horse Combined Heat & Power Unit (CHP) being repaired and operational during this period which subsequently generated significant Electricity benefits as per KPT 11's strong performance. This CHP is at the end of its economic life and at constant risk of failure with significant funds required to maintain its operation. This is a Council responsibility to replace.

Dimension 2 – Customer Satisfaction

GLL is proud of the overall score of "Excellence" with the average of 4.42. This was especially pleasing in light of the changes enforced on GLL during the period of government restrictions, and we are confident GLL can continue to improve our customers experience going forward.

Dimension 3 – Council Satisfaction

GLL is pleased that the council identified that the quality of the relationship and partnership between Council officers and GLL is good.

GLL made improvements to its websites and launched a mobile Application to support with providing customers with information and improve the activity booking processes.

GLL is also pleased with the improvements seen with the facility inspection visits and continue to strive to improve the scores and develop the facilities with the council leisure team.

Feedback provided by

Luke Askew & Kevin Williams

Date

25.08.22

Annex F – Client Monitoring Scores

Contract Year 4			
2019/20			
CENTRES	Client Monitoring Apr-19	* Client Monitoring Feb-20	Variance
Abbey SC	87.2%	87.2%	0.0%
Didcot LC	93.8%	93.8%	0.0%
Wave	85.3%	90%	5.6%
Henley LC	89.2%	87.5%	-1.9%
Park SC	83.3%	93.1%	11.8%
Thame LC	94%	91.8%	-2.3%
Faringdon LC	92%	90.5%	-1.6%
Wantage LC	85.4%	89.3%	4.6%
WHLTC	90.1%	90.9%	0.9%
Abbey Meadows	98.4%	98.6%	0.2%
Riverside	89%	92.8%	4.3%
Yearly Average	89.8%	91.4%	1.8%

* Feb 2020 was the last full month of inspections due to Covid-19 restrictions
Only DLC, Wave & WLC were completed in Mar 2020.