



Quest Assessment Report

LEISURE SK
BOURNE LEISURE CENTRE

ASSESSMENT TYPE: Quest (2023)

MV DATE & TIME: 09th December 2023 14:00

ASSESSOR: Phil Lown

ASSESSOR DATE: 03rd April 2024

OVERALL ASSESSMENT SUMMARY

ASSESSMENT TYPE

QUEST (2023)

OVERALL

GOOD

EXECUTIVE SUMMARY

STRENGTHS

MYSTERY VISIT:

The provision of programming and activities on offer to younger users was excellent.

The staff team on duty on the day of our visit were an absolute credit to the centre and themselves. They were warm, engaging, professional and knowledgeable.

The centre team's delivery of their Facebook account was impressive, with a good mixture of post material securing generally positive levels of engagement.

Telephone call management was to a generally good standard, with most calls placed to the centre enjoying swift responses and strong, informative answers.

The information displayed within the centre was to a generally high standard and well presented. How it had been adapted to capture a seasonal theme added to the community feel that was portrayed throughout.

My fitness gym visit was enjoyable and well-managed from the start.

Environmental conditions throughout the centre were found to be appropriate.

ASSESSMENT:

There were clear aims and objectives within the 2023/ 2024 SK Leisure Business plan currently being used by the Bourne team, for example, to "develop a health and wellbeing plan" and "reduce social isolation", and evidence that the plan contained some specific KPIs building on the previous year's successes, for example, the launch of specialist population classes across the contract.

The local magazine, Discovering Bourne, delivered to all households in the locality, had regular articles and promotions regarding what was being delivered at the facility, in particular around target groups. This appeared to be a successful promotional tool as it was reported that there was always an increase in bookings immediately after publication and it was reported that it had contributed to a general better awareness of the facility in the community recently, resulting on increased classes being put on.

Staffing budgets were profiled for yearly needs and staffing levels were planned to a term time/ holiday master rota, backed by a comprehensive staff rota management tool called TheShopWorks. Additionally, the team reacted well to some of the staffing constraints by upskilling its current workforce so that most employees were multiskilled. For example, most staff, including lifeguards and one of the cleaning staff, were Level 2 Teacher trained.

It was reported that the positive impact of the addition of extra classes through local marketing had made a positive impact on the performance of the facility, for example, gym membership was now back to pre-Covid levels and swim school membership had doubled from pre-Covid times. This growth was continued with swimming lessons seeing a growth of membership in the last 12 months of around 8%, from 1,091 members in February 2023 to 1,178 members in February 2024 and fitness memberships increasing by 18%, from 1,145 members to 1358 members over the same timeframe.

The facility had 36 hours of specific cleaning resources within the budget which was focused on cleaning on a specific matrix which mainly focused on the highly used customer-focused areas and access to the contract maintenance engineer who dealt with some of the minor maintenance issues. This enabled some issues to be dealt with quickly and was a great benefit which had helped the facility team keep on top of most of the day-to-day issues.

The Health and Safety Audit scores at the facility had increased significantly over the period 2021 to 2023, from 63% to 85%.

Retention of staff was excellent at the facility, indeed there were many staff who had been at the site for up to 10/15 years. This included staff returning from university and staff who had moved to full-time from casual. It was a great place to work where the staff appreciated the management team. Well done.

Although there was no specific Energy Action Plan Ryan Mayoh, the Contract Operations Manager had developed an Energy Management Optimisation Audit (EMOS) to be carried out 6-monthly with actions/opportunities identified to be transferred onto the facility risk reduction/ service improvement plan (SIP) for actioning. There was evidence that this had been completed at the facility and actions completed.

There was now an Energy Champion at the facility, David Dalton - Duty Manager. This was a new role which had only just been put in place but a conversation with David about what he was expected to do and his plans indicated that this would be a great step forward for the facility.

AREAS FOR IMPROVEMENT

MYSTERY VISIT:

Information and tools to assist inclusive users within the centre's website were found to be in short supply.

Of the two emails that I issued to the centre, only one received a response. In addition to that, there was little in the way of evidence noted either within the centre or online, that the team considered and shared customer feedback.

The centre was one of three that were included within a Leisure SK X (formerly Twitter) account. Unfortunately, the last post within it had been 9 months before our visit, with less than 100 followers noted.

Housekeeping standards were poor, with doors leading to a plant room, a staff room containing several items of personal possessions, and a public meeting room that appeared to be being used as a store, all located within customer areas and found to be wide open.

Other than a Display Energy Certificate (DEC) and general policies, the centre did little to promote its green commitments and associated performance.

Changing room and toilet provision was tiring, limited in terms of capacity, and would almost certainly have presented challenges at busy times.

ASSESSMENT:

Unfortunately, since the last visit, the organisational Health and Wellbeing Manager who had led on this area across the contract had been made redundant and it was not now fully clear what level of priority tackling inequalities held within the business. It would be helpful to have some clarity, potentially outlined in the new business plan being developed, of how exactly this area of work was being embedded within the organisations/ facilities and what resources it would be backed by at a facility level.

It was apparent that the facility team did not necessarily deliver the corporate customer journey as documented and they alternatively used their local knowledge and expertise to deliver a process/ training to new front-of-house staff and duty managers. Whilst this was a good addition it may be beneficial to additionally add the corporate documentation to this process to ensure the new staff have a document ready at hand to refer to at all times. Although the staff at the site were very knowledgeable and were able to help new staff out succession planning may need to be thought about if experienced staff were suddenly not readily available to pass on their knowledge.

There still did not appear to be any specific customer care training carried out with staff on an ongoing basis. It may benefit the facility, and efforts to set standards that staff should be working to, to develop/ implement some specific training modules and to deliver these on a more regular basis. Without any specific customer service standards or standalone training modules, it was unclear how it was assessed that staff were competent or had reached the standards required by the facility/ organisation. It may help for there to be some form of policy/ process to be developed to assist in this area.

The team outlined some major constraints around having enough staff to deliver everything they would like to due to recent council recruiting freezes. It was reported that these issues had made it difficult to run such a busy facility as Bourne and indeed the General Manager now had two sites to manage and had lost their business support. In anticipation of this situation continuing it may be beneficial for the management team to perhaps identify the core duties/ tasks required and perhaps identify more key staff within the team to pass some of the management team duties on to, to both spread the load and also help with personal development and continuity planning.

Consideration could be given to having a more high profile customer feedback board, or even something such as a whiteboard which was updated daily in the reception area, to highlight to customers a range of information, for example, any faults that had been identified that day, any upcoming improvement plans, specific promotions, recent customer feedback, and environmental information such as the latest usage information. Having such a resource could prove valuable as it could pre-empt customer feedback/ questions and it could help to show that the team was proactive in managing the facility.

It appeared that much of the training carried out at present in this area was peer-to-peer learning from other staff. It may be useful to develop a corporate staff cleaning manual to become a comprehensive best practice cleaning guide that contains photos, and videos if practicable, of the processes and expected standards required at the facility by the staff. The team could then be trained with this document, have a clear understanding of what standards were being looked for and be measured against these when the DM checks were carried out.

It appeared that customer satisfaction was only currently monitored quantitatively annually and it may benefit the facility to consider introducing ways of tracking this on a more regular basis. It could be beneficial for a robust and clear plan to be put together as to how cleanliness and hygiene were going to be measured, which included customer feedback, audits, internal reviews of systems/ processes and daily DM/ management team inspections/ checks to ensure this vital area is fully kept on top off.

Now better systems are in place, such as the new cleaning matrix and the existing reactive maintenance log, it may be beneficial for the team to use these measurement tools to set specific targets as a way to track performance over time and to demonstrate the facility was making a difference. It could help the facility/ organisation immensely to introduce a way to continually monitor performance over time and against set targets to understand its performance, aid improvement planning and identify areas that may need rectifications.

There were currently not any clear ways in which the facility/ organisation measured the well-being and satisfaction of the workforce and thus it was certainly something that the management team/ corporate team may consider looking at. In addition to a simple, regular staff survey, including satisfaction and well-being questions, other data/ indices may be considered to assess on an ongoing basis the potential well-being/ satisfaction of staff including tracking staff absences/ sickness, length of sickness and staff retention/ turnover.

There was no environmental information available within the facility beyond the displayed DEC. Given that significant investment had already been spent, with further planned, in this area at the facility it may be beneficial to have ways of getting messages across to users regarding what the team/ organisation was doing to reduce its carbon footprint. This can be particularly important with environmental investment as users were not always aware visually of spending in these areas as they often took place "behind the scenes" and thus clear messaging may be helpful to get the information seen.

OVERALL ASSESSMENT SUMMARY

OVERALL	GOOD
MV Experience	Good
DAY 1	Good



DAY 1 ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
PEOPLE	Tackling Inequalities (Activity Alliance)	Good
PEOPLE	Customer Journey	Very Good
OPERATIONS	Operational Management	Good
PEOPLE	Managing the Team	Very Good
OPERATIONS	Environmental Management	Good
OPERATIONS	Compliance Declaration	Pass
DAY 1 BAND >		GOOD

PEOPLE - Tackling Inequalities (Activity Alliance)

SECTION	BAND
Mystery Visit	Good
Plan	Good
Do	Good
Measurement, Monitoring and Review	Good
Impact and Outcomes	Satisfactory

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	<p>The centre's website didn't appear to have any platforms or links within it aiding customers with either visual or hearing impairments, such as adjustable text font size, adjustable background colours, or voice-read text.</p> <p>I was unable to find any reference within the centre's website to either inclusive user sessions or facility adaptations.</p> <p>Whilst the website provided programme and timetable information, there was little in the way of additional detail on what each of the sessions/ classes entailed.</p> <p>The centre featured within a Leisure SK group X (formerly Twitter) account along with two other centres. Unfortunately, two posts had been made within the last 13 months, with the last of those back in March. Perhaps not unsurprisingly, the account had less than 100 followers.</p>	G
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	<p>Although a sizeable element of the pool programme was aimed at younger users and families, family and baby-changing facilities were very limited.</p> <p>I was unable to note much in the way of sessions tailored to older customers or those with disabilities.</p> <p>Aligned to that I was unable to note a senior's membership option or means-tested linked pricing.</p>	VG
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	<p>I was unable to find any information either within the centre's website or social media accounts that advised customers of the facilities or adaptations in place for inclusive users.</p> <p>Unfortunately, on the day of our visit, the passenger lift was out of order, meaning that wheelchair users and those with more severe mobility issues would not have been able to access the fitness gym, studio, and sauna facilities on the first floor.</p>	G
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	<p>There seemed limited awareness and access to the business and health and well-being planning processes that it was stated by the team were currently occurring in the business. Added to the absence of a current facility-level plan this meant that the local-level approach was somewhat lacking. It would be beneficial for the team to ensure that as soon as they have sight of any new organisational KPIs, targets and objectives they develop their site-level plans reflecting these.</p>	G
Plan	Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff?	<p>The team may benefit from using the various external boards and user groups that members of the SKDC leisure teams attended, as well as any partners and stakeholders currently worked with or identified through ongoing work, to garner expert advice to shape policies/ procedures so that they were inclusive and accessible to all.</p>	VG
Do	Are sufficient resources allocated to deliver, embed, and communicate the business plan to workforce and partners?	<p>Unfortunately, since the last visit, the organisational Health and Wellbeing Manager who had led on this area across the contract had been made redundant and it was not now fully clear what level of priority tackling inequalities held within the business. It would be helpful to have some clarity, potentially outlined in the new business plan being developed, of how exactly this area of work was being embedded within the organisations/ facilities and what resources it would be backed by at a facility level.</p> <p>The team may find it beneficial to conduct a local stakeholder survey to identify local partners/ groups to work with to understand how any identified business plan objectives could be delivered at a local level. This "place-based" approach may help inform the best programmes, offers and resources needed to achieve any identified desired outcomes in the locality and attract any identified target groups.</p> <p>Additional training opportunities related to specific health issues or impairments could be made available for all staff, based on any target groups identified as being important to the locality and any programmes consequently being delivered to them at the facility.</p>	G
Do	Does insight and consultation inform procurement to ensure sufficient and suitable inclusive equipment is available?	<p>The facility team may benefit from a full review, in conjunction with the SKDC Health and Wellbeing officer and any potential stakeholders/ user groups identified in the suggested stakeholder survey, regarding specialist equipment that may be required to be able to deliver the outcomes stated for any target groups identified.</p>	G
Measurement and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	<p>With the loss of the Health and Wellbeing post the team was aware that there was much less targeted marketing and communications taking place than had previously been delivered. This may be something to review and consider giving the responsibility to a member of staff at the facility as a development opportunity.</p> <p>Currently, the marketing plan, and the social media plan, were still, understandably, fairly generic and did not appear to have specific details regarding what was being done for target groups. The team were also not sure who exactly was/ would be feeding this information into the development process. It could benefit the facility/ organisation to ensure this was considered at this early stage of development and either develop a specific plan, or perhaps include it as part of the health and well-being plan, to ensure awareness of the programmes that were being delivered, currently, and any future programmes was as high as possible to the community/ identified target groups.</p> <p>Research could be conducted with local target groups and partners to get feedback on both current marketing and communication routes/ media, and any new developments through the new marketing planning process, with the view to actioning the feedback to make improvements.</p>	G
Measurement and Review	Can you demonstrate that you have proactively engaged with partners to develop, improve and deliver effective services to tackle inequalities?	<p>There was good current delivery but ongoing engagement appeared limited at the moment. The team could benefit from a full review of exactly what their target markets were, who may work with these groups in the local community and what benefit may be gained in developing robust relationships with some of these groups to co-develop sessions informed by their contacts/ clientele.</p>	VG
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	<p>It may benefit the team to work with some of the partners they have access to, for example, the local Public Health Team, to devise robust methods to specifically measure and be able to track community-level changes in health improvements and activity levels in any target groups that are identified as relevant for the facility. This could enable a more robust picture of how the work the team are delivering was affecting the locality, its physical activity levels and the organisation's penetration into the market.</p> <p>Additionally, the use of population-level data on physical activity levels from sources such as Active Lives and the Moving Communities portal may also enable more targeted KPIs to be tracked and for data to be available which showed the impact of the work the team were doing on the specific targeted groups identified in the plans.</p> <p>The facility could benefit from showcasing customer testimonials on social media and website pages to help generate awareness of and benefits of using the facility. This could support the marketing to several user groups in a manner that related to the residents and was not just seen as a commercial advertisement. It could also help showcase the real impact the facilities have on people's lives.</p>	S

SECTION	QUESTION	STRENGTH
Mystery Visit	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	<p>The website provided customers with the ability to filter activities by category, making it easier for people with cognitive or learning disabilities to find the activities they are interested in.</p> <p>High-resolution images within the centre's website and social media accounts were reflective of the local community.</p> <p>Customers were provided with the option to book and pay for activities online.</p> <p>The centre's Facebook account enjoyed a very impressive 3.5K followers. Posts were frequent without being overbearing, with content varied and fun. The Xmas Elf campaign was superb, and the team should be complimented.</p> <p>Due to a combination of strong follower numbers and content, engagement levels with many of the Facebook posts were good.</p>
Mystery Visit	Are the activities and programme varied and	<p>Users were able to enjoy a strong programme of sessions aimed at younger users and families that were in keeping with a leisure style pool, whilst a comprehensive swim lesson programme was also offered. Pre and Post natal classes as well as Toddler Splash sessions were also noted.</p>

	accessible to meet the needs of the community?	<p>Concessionary pricing was in place, including Junior Gym membership for those aged 11-15 which included unlimited pool access as well.</p> <p>Health intervention sessions such as cardiac rehab and weight management were featured within the centre programme.</p> <p>Customers not wishing to take out membership were able to PAYG and enjoyed 3-day pre-booking on activities.</p>
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	Disabled changing and toilet facilities were noted, along with automated doors, low level counter, and disabled parking in relatively close proximity to the main entrance.
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	<p>There were clear aims and objectives within the 2023/ 2024 SK Leisure Business plan currently being used by the Bourne team, for example, to "develop a health and wellbeing plan" and "reduce social isolation", and evidence that the plan contained some specific KPIs building on the previous year's successes, for example, the launch of specialist population classes across the contract.</p> <p>The business plan was developed utilising tools such as SWOT, Public Health data/ information and Sport England demographic data and taking into account partners' aims and objectives, such as South Kesteven District Councils (SKDC) Sport and Physical Activity Strategy.</p> <p>Consultation with further local partners was used to target facility-level interventions, for example, MacMillan and the NHS for the cancer rehabilitation programme Fighting Fit at Bourne</p>
Plan	Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff?	<p>All policies and procedures were currently being reviewed as part of moving IMS platforms and were distributed to staff as they were developed. Going forward they would be reviewed annually.</p> <p>Staff were aware of the organisation's current policies and procedures through the induction process and ongoing training/ updates.</p>
Do	Are sufficient resources allocated to deliver, embed, and communicate the business plan to workforce and partners?	<p>A new post had just been developed within the SKDC Leisure team which the team thought was going to lead in the health and wellbeing area. Initial conversations were being held with the post and already there was evidence that work had been developed between both parties, for example, funding had been secured for a "Leisure SK in the Communities" programme.</p> <p>The organisation subsidised a low-cost GP Referral scheme as a way to tackle some of the health inequalities in the locality as well as being a potential business opportunity by increasing membership and overall participation rates.</p>
Do	Does insight and consultation inform procurement to ensure sufficient and suitable inclusive equipment is available?	<p>The facility had undergone a gym refurbishment, now complete, where the opportunity was taken to expand the number of inclusive pieces of equipment it had.</p> <p>There was a strict organisational procurement policy which took account of best practices and industry guidance which the facility used when purchasing decisions were made. This ensured that there appeared to be an excellent selection of equipment at the facility which was well-informed and inclusive to a range of customers' needs.</p>
Measurement Monitoring and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	<p>The organisation had recently entered into a marketing consultancy agreement with an external marketing company and was currently involved in developing the full marketing plan. A social media plan had been received and there were bi-weekly meetings for feedback, information and suggestions.</p> <p>The local magazine, Discovering Bourne, delivered to all households in the locality, had regular articles and promotions regarding what was being delivered at the facility, in particular around target groups. This appeared to be a successful promotional tool as it was reported that there was always an increase in bookings immediately after publication and it was reported that it had contributed to a general better awareness of the facility in the community recently, resulting on increased classes being put on.</p>
Measurement Monitoring and Review	Can you demonstrate that you have proactively engaged with partners to develop, improve and deliver effective services to tackle inequalities?	<p>Many local partners were engaged to develop local programmes and pathways to the facility including Don't Lose Hope and Shine Lincolnshire to develop mental health referral pathways, local social prescribing teams for cross-referring and Wellbeing Lincolnshire community connectors for referrals.</p> <p>An exercise on referral programme was delivered in conjunction with One You Lincolnshire and Cancer Rehabilitation sessions in partnership with Lincoln City FC and the NHS.</p>
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	GP Referral was being successfully delivered in the facility and had increased its numbers at the facility.

PEOPLE - Customer Journey

SECTION	BAND
Mystery Visit	Very Good
Plan	Very Good
Do	Good
Measurement, Monitoring and Review	Very Good
Impact and Outcomes	Very Good

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Was the interaction with the team positive and enthusiastic?		E
Mystery Visit	Were the team knowledgeable and informative?		E
Mystery Visit	Are enquiries and feedback made via the website or social media positively dealt with?	<p>Of the two emails that I issued to the centre prior to our visit, I only received a response to one of them.</p> <p>The centre's website and policies displayed within the centre encouraged customers to provide their views. Unfortunately, I failed to note any customer feedback information such as previous feedback and the centre teams' responses to it, or evidence of customer survey results aimed at improving service standards.</p> <p>There was a 'customer review' section within the centre's website; however, comments related to all of the centres within the parent group, so it was difficult to ascertain if they referred to Bourne.</p> <p>In addition to that, all comments were of a complimentary nature, as opposed to a mixture of compliments and suggestions for improvement, with the centre teams' responses to those.</p>	S
Mystery Visit	Are enquiries made by telephone positively dealt with?	<p>It took 17 rings for my Personal Training Call to be answered.</p> <p>Opportunities were provided for members of the team to promote the benefits of membership in my calls relating to Personal Training and PAYG Group Exercise; however, these were missed.</p> <p>There didn't appear to be a standard approach to call greetings, with some members of the team confirming both their name and that of the centre, whilst others provided elements of this.</p>	VG
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	The centre was included in a parent group Leisure SK X (formerly Twitter) account along with two other centres at Stamford and Grantham. Unfortunately, the account enjoyed just 93 followers and had last been updated nine months ago.	VG
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	<p>Every sleeve within a customer noticeboard located in the Meeting Room was empty.</p> <p>Various staff achievement certificates and policy documents were displayed within the cafeteria. near to the customer counter. Unfortunately, none of these were in frames, with many hanging loose, which didn't present a particularly professional image. In addition to that, a 'Fill Water Bottle' sign was observed within the male wet side changing rooms hanging at an odd angle.</p>	VG
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?		VG
Mystery Visit	Are team members well-presented and visible?	Throughout the course of our visit none of the team were observed patrolling, monitoring, or checking the building for issues or potential issues.	VG
Plan	How do you plan to ensure that all customer's expectations are met?	There was no customer charter displayed or any evidence of what level of customer service should be expected to be received at the facility. This was also missing in the business plan. This is something that the facility may consider implementing to allow measurement of themselves against what they state they will deliver.	VG
Do	How do you ensure that team members are trained to exceed customer expectations?	<p>It was apparent that the facility team did not necessarily deliver the corporate customer journey as documented and they alternatively used their local knowledge and expertise to deliver a process/ training to new front-of-house staff and duty managers. Whilst this was a good addition it may be beneficial to additionally add the corporate documentation to this process to ensure the new staff have a document ready at hand to refer to at all times. Although the staff at the site were very knowledgeable and were able to help new staff out succession planning may need to be thought about if experienced staff were suddenly not readily available to pass on their knowledge.</p> <p>There still did not appear to be any specific customer care training carried out with staff on an ongoing basis. It may benefit the facility, and efforts to set standards that staff should be working to, to develop/ implement some specific training modules and to deliver these on a more regular basis.</p> <p>Without any specific customer service standards or standalone training modules, it was unclear how it was assessed that staff were competent or had reached the standards required by the facility/ organisation. It may help for there to be some form of policy/ process to be developed to assist in this area.</p>	G
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?	<p>The building was now around 30-plus years old and it was clear that it was looking tired in places and some of the areas/ equipment required updating. It may assist ongoing mitigation of any issues around this for the facility to have some form of minor equipment replacement/ refurbishment plans, outside of any major Capital or Lifecycle plans for major building fabric and equipment.</p> <p>The team outlined some major constraints around having enough staff to deliver everything they would like to due to recent council recruiting freezes. It was reported that these issues had made it difficult to run such a large and busy facility and to also keep on top of the day-to-day issues. In anticipation of this situation continuing it may be beneficial for the management team to perhaps identify the core duties/ tasks required and perhaps identify more key staff within the team to pass some of the management team duties on to, to both spread the load and also help with personal development and continuity planning.</p>	G
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?	Consideration could be given to having a more high profile customer feedback board, or even something such as a whiteboard which was updated daily in the reception area, to highlight to customers a range of information, for example, any faults that had been identified that day, any upcoming improvement plans, specific promotions, recent customer feedback, and environmental information such as the latest usage information. Having such a resource could prove valuable as it could pre-empt customer feedback/ questions and it could help to show that the team was proactive in managing the facility.	G
Measurement, Monitoring and Review	How does the organisation measure, monitor and review the effectiveness of your customer journey?	It may benefit the facility in its efforts to assess its current level of customer satisfaction to utilise any tools it has access to, such as the Moving Communities platform, to benchmark its progress against other facilities. This way it may be able to build a wider picture of what improvements may need to be put in place to achieve excellent customer service.	VG
Impact and Outcomes	Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?	It was hard to assess how the facility regularly reviewed this area qualitatively currently, and indeed used this feedback to inform improvement planning, due to the lack of ongoing customer service measures in place and any specific targets within a business plan. It may benefit the facility and its efforts in this area to utilise a more comprehensive range of tools to assess feedback and have a clear process of how it uses this information to review its progress throughout the year.	VG

SECTION	QUESTION	STRENGTH
Mystery Visit	Was the interaction with the team positive and enthusiastic?	<p>The centre had a lovely 'community feel' to it, with the sports attendant who spoke passionately to my wife about their efforts to implement an Xmas theme within the facility capturing that perfectly.</p> <p>I was still chuckling when I joined my wife on the poolside to enjoy coffee and cake following my workout. On doing so, she smiled and simply said "I assume that you've just been talking to that wonderful lady in the cafeteria" I can think of no better way of summarising what a credit said lady was to the centre and its team.</p>
Mystery Visit	Were the team knowledgeable and informative?	In keeping with the positive experiences that we enjoyed in general interactions with members of the team, they were equally impressive when it came to answering specific questions and dealing with potentially tricky customer situations. Those that we either spoke to or observed speaking to others, resonated with genuine customer interest, professionalism, and knowledge.
Mystery	Are enquiries and feedback	Maureen responded to my martial arts club enquiry within two days, providing as much detail as she was able to, based on the information that I had provided.

Visit	made via the website or social media positively dealt with?	<p>The centre's website and policies displayed within the centre encouraged customers to air views on their visitor experiences.</p> <p>A dedicated section within the centre's website captured various positive customer experiences across the Leisure SK group.</p>
Mystery Visit	Are enquiries made by telephone positively dealt with?	<p>Four of the five calls placed to the centre were answered within nine rings or less.</p> <p>The standard was set in my first call regarding PAYG Fitness Gym usage. The female that took it was warm, friendly, and professional throughout, providing excellent detail including a comparison with a monthly membership.</p> <p>Further, well-handled calls followed in relation to Adult Swim Lessons, Personal Training, Children's Parties and PAYG Group Exercise, with equally warm and friendly staff providing good information.</p>
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	<p>At odds with the poor X (formerly Twitter) Leisure SK account was the centre's Facebook account. It enjoyed 3,500 followers and contained a wide variety of diverse posts, with strong and at times clever imagery used to enhance them. Unsurprisingly, engagement levels were some of the best that I have encountered.</p> <p>Posts were regular and appeared to be planned to a schedule, meaning that customers were kept abreast of programme changes and additions, user achievements, and campaigns.</p>
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	<p>Centre policies, insurance, and pricing were displayed within the reception area. Within close proximity was an impressive staff team member noticeboard that had been amusingly amended to fit in with the Xmas theme that was portrayed throughout the centre.</p> <p>Gym, pool, and sauna usage etiquette signage was displayed in appropriate locations.</p> <p>Programme and user information was displayed within the fitness gym, with community-focused information located within reception and on the poolside.</p> <p>A correctly affixed external promotional banner was noted.</p>
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?	<p>Upon arrival, we were warmly greeted by the young female staff team member based at reception. Having advised her that I'd rang the previous day and been told that I could enjoy a complimentary free day pass, she confirmed that I was prior to taking full personal details including my mobile number and email address.</p>
Mystery Visit	Are team members well-presented and visible?	<p>We noted seven members of the team over the course of the visit, which appeared to be suitable to the programme and level of usage.</p> <p>All members of the non-catering team were well presented in suitably sized, clean, corporate uniforms. Whilst not wearing corporate attire, the two ladies based within the cafeteria were appropriately attired.</p>
Plan	How do you plan to ensure that all customer's expectations are met?	<p>The new Leisure SK Annual Business Plan had objectives within it such as increasing swim school membership by 5%, fitness by 5%, reducing utility consumption and expanding the community CPR scheme.</p> <p>There was a risk reduction plan/ SIS (Service Improvement Plan) in place which the management team used as the overall facility improvement/ quality action plan. This document detailed specific actions to achieve the facility's overarching objectives and also captured actions from customer feedback, performance reviews, mystery visits, audits and staff ideas to improve the customer journey.</p> <p>The Swim School had a very strong customer journey, utilising the Go Learn system, which included training/ inductions for staff, communications with parents, communications with swim teachers and reporting capabilities.</p>
Do	How do you ensure that team members are trained to exceed customer expectations?	<p>The training was delivered to front-of-house staff and duty managers plus some lifeguards. This covered areas such as the enquiry process, the joining process, the tour process and the induction process, leads, lead processing, cancellations, and new member calls. This was generally delivered through peer training by the Membership Manager, being checked off on the induction checklist to record the training had been completed.</p> <p>Customer care and dealing with customers training was covered within the induction process as part of the Pool Service Operating Plan training module.</p> <p>The training was recorded within the current filing system and on SKLink.</p>
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?	<p>Staffing budgets were profiled for yearly needs and staffing levels were planned to a term time/ holiday master rota, backed by a comprehensive staff rota management tool called TheShopWorks.</p> <p>The organisation has invested in IT systems to manage the customer journey process including Gym Sales, to manage enquiries, eFocus, to manage retention/cancellations, and the GoLearn portal for the swimming lessons programme.</p> <p>The team reacted well to some of the staffing constraints by upskilling its current workforce so that most employees were multiskilled. For example, most staff, including lifeguards and one of the cleaning staff, were Level 2 Teacher trained.</p>
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?	<p>There was evidence of customer satisfaction surveys carried out annually and customer feedback was also gathered verbally and via the website.</p> <p>It was reported that customer feedback and information around improvement plans was fed back to staff through their 1-2-1s, team meetings, directly through SKLink and minutes from meetings, such as Swim Teachers and lifeguards, were sent to the whole team covering things such as communications, health and safety/ cleaning updates and forthcoming events.</p> <p>A RAG rating regarding the performance of the facility regarding sales targets was also sent as a report via email to all staff.</p>
Measurement Monitoring and Review	How does the organisation measure, monitor and review the effectiveness of your customer journey?	<p>Quantitative measures were primarily used to assess the customer journey. As well as overall sales/ members these included measures such as group exercise occupancy, swim school membership, retention and joiners were measured to assess current performance.</p> <p>The Google review score was used for customer satisfaction.</p> <p>The General Manager provided a monthly client report which included reports on measures such as usage, general membership, swim school membership and the facility's Google customer satisfaction rating.</p>
Impact and Outcomes	Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?	<p>It was reported that the positive impact of the addition of extra classes through local marketing had made a positive impact on the performance of the facility, for example, gym membership was now back to pre-Covid levels and swim school membership had doubled from pre-Covid times.</p> <p>This growth was continued with swimming lessons seeing a growth of membership in the last 12 months of around 8%, from 1,091 members in February 2023 to 1,178 members in February 2024 and fitness memberships increasing by 18%, from 1,145 members to 1358 members over the same timeframe.</p> <p>Total attendance at the facility had seen year-on-year growth of around 7%, from 21,598 attendances in February 2023 to 23,094 attendances in February 2024.</p> <p>Customer satisfaction measures used, as mentioned elsewhere, had also shown increases.</p>

OPERATIONS - Operational Management

SECTION	BAND
Mystery Visit	Good
Plan	Very Good
Do	Good
Measurement, Monitoring and Review	Very Good
Impact and Outcomes	Good

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>The passenger lift was out of order, meaning that wheelchair users or those with mobility issues were unable to access the entire first floor of the centre.</p> <p>Quite unsightly plaster patches were noted within the fitness gym floor-based exercise area.</p> <p>The staff team had attempted to repair a lifting carpet in the meeting room. Unfortunately, their efforts had failed somewhat spectacularly with the resulting outcome representing a significant trip hazard.</p> <p>One of the two large banks of lighting in the stairs leading to the fitness gym was out of order.</p> <p>Hazard tape was noted on two separate electrical fittings within the first-floor health and fitness area.</p>	VG
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	<p>Unfortunately, the door to a plant room leading from the fitness studio had been left wide open. Whilst this was clearly not meant to be the case, it did allow me to observe the spin bikes that were located within it.</p> <p>In keeping with that the door to a staff room located within an adjacent corridor was also left wide open. Despite there appearing to be several personal items in situ, the room was empty.</p> <p>A public-use meeting room located next to the staff room was open. Within it was a collection of randomly located chairs, tables, ceiling tiles, a ladder, and a sack truck all in full view of customers.</p>	S
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	<p>A customer toilet on the first floor opposite the staff room was found to be out of order.</p> <p>Whilst functional, changing room provision for both wet and dry-based activity was quite limited. Given that the centre was of a leisure pool type and enjoyed a seemingly strong swim lesson programme, we both felt that changing room space would have been an issue at peak times.</p>	G
Mystery Visit	Is the facility clean?	<p>Significant levels of dust were evident on window ledges within the sports hall that were viewed from the fitness gym.</p> <p>Stagnant pools of water were noted within the male wet side changing rooms that carried a somewhat unpleasant odour.</p> <p>Mirrors within the fitness studio were found to be smeared, dirty and in need of a thorough clean.</p> <p>Large sections of chrome metal work on stairs leading from the poolside to the first floor were badly rust-pockmarked and in need of some wire wool.</p>	VG
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	<p>Three vendors were noted within the foyer entrance to the centre. Each had a missing line of stock.</p> <p>Despite the centre offering dry and wet-based activities, retail stock appeared to be all pool-related.</p>	VG
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	<p>It was not fully clear how much influence facility management had over the longer-term planning of replacement, refurbishment or development of the facility. It may be of benefit for facility staff to be more involved in some of the conversations to ensure prioritisation of work is customer/facility-led. For example, there were numerous examples of smaller refurbishments that may be required, the lifeguard platform, a worn/ splintered gate by the slide that could be dangerous, the siting of some emergency stairs directly by the poolside changing room entrance/exit, that may not be prioritised by the client but could make a world of difference to the customer experience and/or alleviate the chance of any accidents that may occur.</p>	VG
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	<p>The corrective action log appeared to be fairly informal and during the visit items were seen that were not correctly signed off or indeed signed off at all. It may benefit monitoring and management if a more robust system of recording could be introduced, with additional information such as action deadlines and length of time taken to repair.</p> <p>It was not clear how trend analysis was carried out on repairs or how the corrective action log was reviewed and used to inform the SIP. It may benefit the facility's financial/ lifecycle planning to introduce a regular process where this is carried out.</p>	G
Do	There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)	<p>There was no evidence of either an in-depth or high-level cleaning programme and there was some evidence seen during the assessment of items such as high-level dust. It may benefit the facility, especially due to the age of the facility and the fact that the team were currently managing to keep high standards of general cleanliness, for both in-depth and high-level cleaning plans to be introduced to ensure standards are kept high.</p> <p>There was no corporate cleaning management procedure in place which had site-specific details on cleaning requirements, including work instructions. This is something that the team may consider putting in place and linking with any customer standards they may want to display.</p>	G
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)	<p>It appeared that much of the training carried out at present in this area was peer-to-peer learning from other staff. It may be useful to develop a corporate staff cleaning manual to become a comprehensive best practice cleaning guide that contains photos, and videos if practicable, of the processes and expected standards required at the facility by the staff. The team could then be trained with this document, have a clear understanding of what standards were being looked for and be measured against these when the DM checks were carried out.</p>	VG
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	<p>There did not appear to be any current replacement or repair/ refurbishment planning for the facility, for example, redecoration of all areas and changing area refurbishment, and it was unclear where this type of expenditure was planned for. This is something that facility management may benefit from drawing up and putting budgets/ costs to and identifying where this may appear in the financial budgeting.</p>	VG
Measurement Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	<p>It appeared that customer satisfaction was only currently monitored quantitatively annually and it may benefit the facility to consider introducing ways of tracking this on a more regular basis. It could be beneficial for a robust and clear plan to be put together as to how cleanliness and hygiene were going to be measured, which included customer feedback, audits, internal reviews of systems/ processes and daily DM/ management team inspections/ checks to ensure this vital area is fully kept on top of.</p>	VG
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	<p>Now better systems are in place, such as the new cleaning matrix and the existing reactive maintenance log, it may be beneficial for the team to use these measurement tools to set specific targets as a way to track performance over time and to demonstrate the facility was making a difference. It could help the facility/ organisation immensely to introduce a way to continually monitor performance over time and against set targets to understand its performance, aid improvement planning and identify areas that may need rectifications.</p> <p>The facility was of a good standard and it was clear the team was rightly proud of the job they were doing in keeping an older site clean and operational. It could be beneficial, therefore, for both the ability to evidence the difference they are making and also to inform further improvements actions, for them to develop and utilise more qualitative measures, such as regular customer satisfaction scores from their facility feedback systems, stakeholder/ user reviews, customer testimonials and savings linked to maintenance trend analysis, to highlight the difference they are making.</p>	G

SECTION	QUESTION	STRENGTH
Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>Given that the centre had recently celebrated its 33rd birthday, it was found to be generally in good condition from a maintenance perspective, with little found to be in need of repair or replacement.</p> <p>The vast majority of glazing, brickwork, car parking provision, pipework, floors, ceilings, fixtures and fittings were found to be in good condition.</p> <p>Pool, spin, and fitness-based equipment either noted or used was found to be in good condition, with the latter appearing to have been replaced quite recently.</p>
Mystery Visit	Is the housekeeping of the inside and outside of the	<p>Pool and fitness-based equipment not in use were neatly and appropriately stored.</p>

	premises presentable and welcoming?	
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	<p>Other than the out-of-order toilet on the first floor changing rooms and toilets appeared to be generally well maintained throughout.</p> <p>Locker provision was reasonable, with that observed appearing in full working order.</p>
Mystery Visit	Is the facility clean?	<p>The reception, and fitness gym areas of the centre were found to be clean and tidy.</p> <p>Whilst somewhat tired and dated, my wife found the female wet side changing rooms to be at odds with their male counterpart, with floors clean and fresh and toilets appearing to have been recently cleaned.</p> <p>Although we were unable to walk or see all the way around, the poolside tiling that we were able to observe at the near end was clean. In addition to that, whilst the display of certificates left something to be desired, cleanliness and good levels of hygiene were evident within the cafeteria as well as on customer tables and seating.</p>
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	<p>A small, but fully stocked range of pool-based goods for re-sale was noted within reception. Within this was a natty line of pool ducks!</p> <p>Customers were able to purchase shower products from the reception counter.</p> <p>A diverse range of vending provisions was offered, whilst visitors were able to access a competitively priced pool-side cafeteria staffed by two lovely ladies at certain times within the centre programme.</p>
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	<p>There was a rolling programme of Planned Preventative Maintenance delivered by the South Kesteven District Council (SKDC) through Briggs and Forrester and other local contractors.</p> <p>There was a good overview of statutorily required maintenance at the facility with site-specific records and an overview matrix/ tracker used (F314).</p> <p>There was a condition survey carried out in 2022 which produced a plan containing urgent, medium and desired actions which the client has been working through. There was evidence at the facility that items such as filter media changes, poolside grills and pump-over tank bund refurbishments were being carried out during the visit.</p> <p>It was reported that there was regular planning in place regarding the ongoing maintenance of the site with the client, which included monthly M&E meetings, quarterly client/ Contract Manager meetings and SKLeisure Board meetings discussing the prioritisation of work required. The plan for the next financial year was sampled and was seen to include items such as guttering replacement, roof works, and pool pump/ distribution board replacement for the facility.</p>
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	<p>There was evidence of a rolling programme of PPM by competent suppliers which was managed by the SKDC corporate facilities management team and overseen jointly at the facility by the General Manager and Ryan Mayoh, the Contract Operations Manager, through a comprehensive matrix schedule.</p> <p>There was a corporate permit-to-work scheme in which staff at the facility, particularly the management team, were well versed in delivering and included contractors providing risk assessments and method statements to the facilities management team before work started.</p> <p>There was a corrective action log in place where items were put from daily checks and reports. The General Manager reviewed the log daily and ensured jobs had been allocated correctly and were being completed. It was reported that Duty Managers were trained to complete and recognise what was required to be allocated to whom.</p> <p>It was reported that Duty Managers and all lifeguards' were trained to complete the checks and reporting process.</p>
Do	There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)	<p>There were daily and weekly cleaning sheets in place for Leisure Assistants and the in-house cleaner with additional items added to the sheets post-daily DM walk rounds.</p> <p>The Duty Manager signed off to ensure areas were completed to a satisfactory standard and there was evidence of an auditing process on completion of items.</p>
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)	<p>Staff were trained during their induction on cleaning and equipment set-up/dismantling Safe Systems of Work (SSoW). Additional training was also carried out on an ad hoc basis with the last full team cleaning training being carried out in December 2023 when records were available.</p> <p>Staff training was recorded locally through a training matrix listing what training staff required for the role and what had been achieved. Sign-off sheets were kept in personal folders to indicate training had been completed.</p> <p>There was a LeisureSK health and safety group, which included all levels of staff and carried out regular reviews of SSOs, to which staff could contribute feedback too through their representatives.</p>
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	<p>There was a designated Operations Manager who oversaw all the arrangements for maintenance of the facility.</p> <p>The facility had 36 hours of specific cleaning resources within the budget which was focused on cleaning on a specific matrix which mainly focused on the highly used customer-focused areas and access to the contract maintenance engineer who dealt with some of the minor maintenance issues. This enabled some issues to be dealt with quickly and was a great benefit which had helped the facility team keep on top of most of the day-to-day issues.</p> <p>The General Manager could spend up to £1,000 on items of repair and maintenance without having to gain approval.</p> <p>The facility had undergone a £150,000 gym refurbishment plus an investment which had been identified to carry out some significant repairs identified from the condition survey including replacing the UV, replacing the boilers with more efficient models, refurbishing the chemical bunds and replacing the pool covers.</p>
Measurement Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	<p>Daily Duty Manager walk rounds to check cleanliness and maintenance were carried out to a set checklist on a tablet linked to the SKLink system. This system was able to be interrogated by staff to produce reports on the completion of checks and reportable items.</p> <p>External audits, including Quest and Health and Safety audits, were carried out at the facility and reports were used to inform the risk reduction plan.</p> <p>A handover sheet was completed at the end of a shift to keep the whole team up to date with day-to-day issues.</p> <p>The General Manager had an SIP that was informed by these checks and customer feedback and was reviewed monthly.</p> <p>There was an annual customer survey via the client which included customer satisfaction and a Moving Communities survey annually, also including specific customer satisfaction scores.</p> <p>Customer feedback was given verbally, via email or Google reviews and was reported monthly to the client.</p>
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	<p>Although the last NPS score for the facility was slightly down the team had worked hard to gain additional feedback through this annual report and had received double the response from the previous year's survey. This was a reflection of the increased work the team were doing to engage with their customers and should be applauded.</p> <p>The Health and Safety Audit scores at the facility had increased significantly over the period 2021 to 2023, from 63% to 85%.</p> <p>Since the new cleaning schedules had been put in place the number and size of cleaning items/ tasks that were flagged by the monthly client walk rounds had significantly reduced.</p>

PEOPLE - Managing the Team

SECTION	BAND
Mystery Visit	Excellent
Plan	Excellent
Do	Good
Measurement, Monitoring and Review	Good
Impact and Outcomes	Very Good

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Do the team appear to be well-managed and carry out their duties and activities in a professional manner?	Despite engaging in conversation with most of the team that were on duty on the day of our visit, we were unable to determine who the Duty Manager was. None of the staff team appeared to be wearing name/ job title badges, whilst it was also unclear from behaviours and interaction. During our visit, none of the team were observed undertaking monitoring, patrolling, or cleaning duties despite some of the cleaning and housekeeping issues mentioned elsewhere within the report.	VG
Mystery Visit	Did the activity that you took part in feel safe and enjoyable?		E
Plan	How do you plan to communicate with your staff to ensure that they remain well-informed?		E
Plan	How do you plan to deliver training and development for your staff and volunteers?		E
Do	How do you ensure that staff are qualified to national industry standards?		E
Do	How do you ensure that contracted staff and regular casual staff have one-to-one opportunities to discuss performance, wellbeing and personal development?	It may be beneficial for the General Manager to carry out a recorded annual appraisal with core staff, the management team, departmental leads and the Duty Managers, at which targets and outcomes were set for the year. The monthly 1-2-1 process could then be carried out measuring performance against these annual targets to ensure a permanent, ongoing record is kept for each staff member robustly recording progress against what has been agreed upon and what has been delivered to date.	G
Do	Do you have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained?	The current Equality, Diversity and Inclusion Policy (EDI) may benefit from a review as soon as possible as it is currently overdue according to the organisation's HR timetable.	G
Do	How do you ensure that the workforce is inclusive and representative of the local and served community?	It was not clear how often demographic data was run and reviewed at a facility level as this had previously been carried out through the Health and Wellbeing Manager's work. It may benefit the facility management team to run this data themselves at least annually going forward to help inform facility level business planning and review. There was no evidence that demographic profiling of staff was carried out and thus it was not possible to understand if the staff reflected the local community. It may benefit facility management to run this report regularly to understand the make-up of their staff and to inform any actions that they may wish to take. Although there was evidence that some staff were potentially reflective of the served community it was not clear if this was by design or a "happy coincidence". It may benefit particularly any future work that the facility and the organisation were focused on in the health and wellbeing sector, to review whether a process of "positive" recruitment may be appropriate in some situations and how this could be achieved.	S
Measurement and Review	How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?	There were currently no clear ways in which the facility/ organisation measured the well-being and satisfaction of the workforce and thus it was certainly something that the management team/ corporate team may consider looking at. In addition to a simple, regular staff survey, including satisfaction and well-being questions, other data/ indices may be considered to assess on an ongoing basis the potential well-being/ satisfaction of staff including tracking staff absences/ sickness, length of sickness and staff retention/ turnover.	S
Measurement and Review	How do you measure, monitor and review the professional development and performance of your staff and volunteers?	There may be some benefit to tracking internal promotion and monitoring progression rates within the team, and even developing staff case studies around team members who have successfully progressed, and publishing these internally to act as an incentive for other staff to engage with development opportunities.	VG
Impact and Outcomes	Can you demonstrate that leaders promote innovation, creativity, and enterprise and develop high morale?	The team may consider ensuring they have a record of any activities/ processes that were put in place to promote creativity, enterprise and innovation within the team so they could, in the future, evidence the impacts of team engagement over time using both quantitative and qualitative data, including perhaps testimonials and case studies from the staff themselves	VG

SECTION	QUESTION	STRENGTH
Mystery Visit	Do the team appear to be well-managed and carry out their duties and activities in a professional manner?	Personal interactions with members of the team were very positive, with other customers observed enjoying similar levels of strong customer service. Lifeguarding duties were performed to a high standard with strong levels of observation and due diligence noted throughout our visit. Pool changeovers were completed quickly and professionally. There was a sufficient provision of staff on duty to meet both programme needs and customer usage levels.
Mystery Visit	Did the activity that you took part in feel safe and enjoyable?	Upon arrival at the centre, I was warmly greeted, with my details taken. I was advised where the changing room and fitness gym facilities were, and provided with an overview of the latter in terms of layout and cardio/ resistance equipment split. Whilst they were quite dated and cramped, I was able to find a changing cubicle and fully operational locker to store my clothes. At the end of my workout, I was able to enjoy a nice warm shower. All of the equipment within the fitness gym was in full working order, with new and correctly racked equipment located and used within the studio.
Plan	How do you plan to communicate with your staff to ensure that they remain well-informed?	There were a range of meetings held including manager meetings fortnightly, Swim Teachers meetings quarterly and Lifeguard meetings monthly. Minutes were sampled from all meetings held and they indicated that a range of information including performance, upcoming issues and customer feedback was covered. Six monthly whole team meetings were held at which training was delivered and the opportunity was taken to also feedback on items at these sessions. SKLink was used to circulate minutes and any further information needed to be sent to staff between briefings. There were a variety of WhatsApp groups used for differing teams to help communications.
Plan	How do you plan to deliver training and development for your staff and volunteers?	A matrix had been developed on SKlink which identified the training required for all staff roles within the organisation and the knowledge/policies that they were required to be updated on. These had been allocated and staff were currently working through the completion of these. The facility worked with external organisations such as Swim England, with their Swim Academy training swim teachers, and LifeTime, on an apprenticeship programme to develop their current staff and also future potential employees.

		There was evidence that some of the team at the facility had been cross-skilled to be able to deliver a range of roles within the facility, for example, lifeguards who had trained to become swim teachers and receptionists who were also fitness class deliverers.
Do	How do you ensure that staff are qualified to national industry standards?	There were the minimum criteria for staff to be employed at the facility in several roles including: <ul style="list-style-type: none"> - Lifeguards held NPLQ and AED qualifications - Fitness Instructors required a Level 2 qualification as a minimum - Swim Teachers required a minimum of Swim England Level 2 - Duty Managers and above required a minimum of NPLQ, AED, a Pool Plant Operator qualification and an NPSQ (National Pool Supervisors Qualification) to cover shifts - and in addition, the General Manager was required to hold an IOSH/ NEBOSH qualification.
Do	How do you ensure that contracted staff and regular casual staff have one-to-one opportunities to discuss performance, wellbeing and personal development?	The General Manager carried out monthly 1-2-1's with core staff including the Swim Manager and the Membership Manager, to set monthly objectives and targets. Core staff were then expected to do their contracted staff and all 1-2-1's were recorded. There were recorded quarterly assessments for Lifeguards, reception staff and swim teachers.
Do	Do you have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained?	There was an EDI policy in place which was last reviewed in November 2020. Staff were made aware of the policy on induction and it was also available on SharePoint.
Do	How do you ensure that the workforce is inclusive and representative of the local and served community?	The facility was part of a wider organisation and so benefited from the "fair recruitment and selection process" of the in-house HR team.
Measurement Monitoring and Review	How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?	The organisation was partnered with a local health/ mental health partner to deliver a staff wellness programme which supported staff who were identified as having need.
Measurement Monitoring and Review	How do you measure, monitor and review the professional development and performance of your staff and volunteers?	Statutory training and required corporate training were monitored through the organisational online training system and the General Manager was able to access all staff records to assess compliance and outstanding training requirements as live. Some staff received regular 1-2-1s and feedback regarding performance and professional development was discussed within these meetings.
Impact and Outcomes	Can you demonstrate that leaders promote innovation, creativity, and enterprise and develop high morale?	There was a staff recognition scheme in place where the team member of the month got a prize, a certificate and a picture on social media platforms. This appeared to be an excellent scheme valued by staff. Formal staff feedback processes were available through regular team meetings, 1-2-1's, via e-mail and through a SKLink suggestion scheme. Retention of staff was excellent at the facility, indeed there were many staff who had been at the site for up to 10/15 years. This included staff returning from university and staff who had moved to full-time from casual. It was a great place to work where the staff appreciated the management team. Well done.

OPERATIONS - Environmental Management

SECTION	BAND
Mystery Visit	Good
Plan	Very Good
Do	Very Good
Measurement, Monitoring and Review	Good
Impact and Outcomes	Good

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Is a Display Energy Certificate (DEC) displayed and in date?		E
Mystery Visit	Are the environmental conditions acceptable?		E
Mystery Visit	Can customers easily get to the facility without driving?	I was unable to note any information within the centre that either provided details of non-car related transport or encouraged users to consider it. Despite there being a "Frequently Asked Questions" section within the centre's website, I failed to find any information within either it or the rest of the website that was linked to non-car related transport.	G
Mystery Visit	Does the facility promote their environmental sustainability policies?	Aside from basic general policy information and a Display Energy Certificate (DEC) being located within the reception area, I was unable to find anything further linked to the centre's current or previous commitments to reducing its carbon footprint and subsequent performance against those commitments.	S
Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?	Despite waste-specific bins being in situ, I was unable to note much in the way of a concerted effort by the centre to promote or capture the benefits of recycling. Aligned to that I was unable to note any information either within the centre or online that evidenced the centre's waste re-cycling rates.	G
Plan	How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?	It was not clear how the aspirations in the 2024/2025 business plan were going to be delivered at a facility level and it may benefit efforts in this area for there to be some clear actions, targets and objectives within a facility-level plan such as the risk reduction/ service improvement plan (SIP).	VG
Do	Is there a positive environmental management culture?	It was reported that currently no meter readings were taken at the facility or recorded on site. It may benefit facility management to at least have sight of regular reports of their current usage or take and record their readings to chart progress and allow early identification of any anomalies. There was no environmental information available within the facility beyond the displayed DEC. Given that significant investment had already been spent, with further planned, in this area at the facility it may be beneficial to have ways of getting messages across to users regarding what the team/ organisation was doing to reduce its carbon footprint. This can be particularly important with environmental investment as users were not always aware visually of spending in these areas as they often took place "behind the scenes" and thus clear messaging may be helpful to get the information seen.	G
Do	Is there a system in place to ensure that hazardous, clinical, and medical waste is disposed of correctly, with records maintained?		E
Measurement, Monitoring and Review	How does the facility measure, monitor and review the effectiveness of their approach to environmental management?	The facility did not collect its energy usage readings and the externally monitored readings were sent directly to the client. As the client did not pay for the costs it was unclear who was taking a clear responsibility for monitoring them closely and taking action where needed. It could benefit efforts in this area enormously if the facility/ organisation took a more hands-on approach to gathering data to ensure they can use it to review the impact of any efforts it may be making going forward as well as responding quickly to any anomalies spotted. It was not clear how often the various plans were reviewed and who by. It was assumed this was done by the Contract Operations Manager but the team at the facility were not sure. It may be useful for the team to clarify this and also to see if there was a way they could be involved.	G
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	There was no way for the facility to use even basic methods to show the impact it was making in reducing its carbon footprint, without even access to monthly usage reports. It may benefit the organisation to add measures against a set of robust KPIs, reflecting the aspirations in this area outlined in the SKLeisure business plan, within the facility's risk reduction/ service improvement plan (SIP) or any newly developed environmental plan so that the impact of any efforts it may be making can be robustly measured and reviewed going forwards. These may include things such as changes in actual consumption figures, utility use per 10,000 visits, recycling targets, staff training targets and numbers of people visiting the facility who don't use their cars. This will enable a more rounded view of the team's efforts, focus work in specific areas and enable staff/ users to be updated regarding success and direction of travel for the facility.	G

SECTION	QUESTION	STRENGTH
Mystery Visit	Is a Display Energy Certificate (DEC) displayed and in date?	An In date Display Energy Certificate (DEC) advising a rating of 119 was observed within the reception area.
Mystery Visit	Are the environmental conditions acceptable?	Ambient temperatures within all activity and circulation areas visited were appropriately set, with those in the fitness gym conducive to a thoroughly enjoyable workout. Tap and shower water was tested in male, female and disabled changing rooms and toilet facilities, with all found to be set at appropriate temperatures. Other than the panel on the stairs leading to the fitness gym, all lighting observed was found to be clear and in full working order.
Mystery Visit	Can customers easily get to the facility without driving?	Local buses stopped near the centre, with the town's main bus terminal also in relative proximity. Various cycle routes passed close to the centre, with bike racks observed adjacent to the centre entrance.
Mystery Visit	Does the facility promote their environmental sustainability policies?	The parent group's commitment to the environment was contained within generic policy information found at the facility and online.
Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?	Clearly, labelled waste-specific litter bins were noted within various areas of the centre. A colour-coded traffic light style system linked to lighting levels within individual facility areas was noted.
Plan	How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?	Although there was no specific Energy Action Plan Ryan Mayoh, the Contract Operations Manager had developed an Energy Management Optimisation Audit (EMOS) to be carried out 6-monthly with actions/opportunities identified to be transferred onto the facility risk reduction/ service improvement plan (SIP) for actioning. There was evidence that this had been completed at the facility and actions completed. There was an aspiration within the 2024/2025 business plan to "reduce utility costs" with actions such as working with the client to identify investment opportunities for efficiencies, working with Analytics 4 Energy to ensure temperature setpoints were suitable, installation of PIRs and training staff. There was an environmental policy in place. The organisation had contracted an organisation called Leisure Energy which had surveyed in July 2023 all facilities and produced a master plan which was now the plan being followed to reduce carbon impact.
Do	Is there a positive environmental management culture?	Funding had been given by the client to replace boilers with more energy-efficient boilers and further LED light replacement in changing areas and the studio. There had also recently been a successful application to the client's climate reserve fund to replace pool covers. There was a BMS system at the facility controlled by an external company Analytics 4 Energy which monitored remotely and kept items such as air and water to set temperatures. Air and pool temperatures were recorded every three hours and the BMS screen in the plant room could be interrogated to see past performance. If there were any issues an email could be sent to

		<p>Analytics 4 Energy to make changes.</p> <p>Staff were made aware of the environmental policy on induction and there was evidence that the issues were discussed at the facility by staff in team meetings and 1-2-1's.</p> <p>The Energy Action Plan was used as the "action" plan for the facility.</p> <p>There was now an Energy Champion at the facility, David Dalton - Duty Manager. This was a new role which had only just been put in place but a conversation with David about what he was expected to do and his plans indicated that this was a great step forward for the facility.</p>
Do	Is there a system in place to ensure that hazardous, clinical, and medical waste is disposed of correctly, with records maintained?	<p>There were service contracts in place for the regular collection and disposal of all sanitary and nappy bins by PHS with the necessary paperwork being able to be accessed, if needed, by the facility team and details of the contract timings/ frequencies being held centrally.</p> <p>A coffin was used for light replacements and an approved contractor was also used for this, arranged by the central maintenance team.</p> <p>All staff were trained in COSHH arrangements.</p>
Measurement Monitoring and Review	How does the facility measure, monitor and review the effectiveness of their approach to environmental management?	<p>Utility usage was currently monitored through the monthly profit and loss accounts report by the General Manager.</p> <p>Utilities were recorded directly by Analytics 4 Energy and reports were sent directly to the client.</p>
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	<p>It was pleasing to see that since the last visit, the team had arranged for a new DEC to be carried out at the facility. This was on display and will allow them to track improvements they make going forward.</p> <p>The profit and loss accounts for the facility had indicated that over the last few months energy usage was under the budgeted amounts with gas spending currently £14,500 against a budget of £20,000 and electricity spending £6,600 against a budget of £9,800.</p>

OPERATIONS - Compliance Declaration

SECTION

BAND

All

Pass

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
All	Health and Safety Management System		Y
All	Health and Safety Policy Statement		Y
All	Employers and Public Liability Insurance Certificate		Y
All	Fixed Electrical Installation Inspection Certificate (Dry-Side)		Y
All	Fixed Electrical Installation Inspection Certificate (Wet-Side)		Y
All	Risk Assessments		Y
All	Fire Risk Assessment (Site-Specific)		Y
All	Control of Substances Hazardous to Health (COSHH) Assessments and Safety Data Sheets (SDS)		Y
All	Emergency Action Plan/Procedures		Y
All	Emergency Lighting Test Certificate and Service Records		Y
All	Fire Alarm Test Certificate and Service Records		Y
All	Asbestos Survey/Register		Y
All	Legionella Risk Assessment		Y
All	Gas Boiler Service Records		Y
All	Passenger Lifts and Hoist Examination and Inspection		Y
All	Safeguarding		Y

SECTION	QUESTION	STRENGTH
All	Health and Safety Management System	Last reviewed 10 July 2023.
All	Health and Safety Policy Statement	Last reviewed 10 July 2023 by David Monkhouse, Non-Executive Director.
All	Employers and Public Liability Insurance Certificate	Joint Employers and Public Liability policy through Zurich expires on 29 October 2024.
All	Fixed Electrical Installation Inspection Certificate (Dry-Side)	Last inspected on 31 July 2023 and assessed as SATISFACTORY.
All	Fixed Electrical Installation Inspection Certificate (Wet-Side)	Last inspected on 31 July 2023 and assessed as SATISFACTORY.
All	Risk Assessments	A variety of Risk Assessments were seen during the visit including: - Sports Hall General last reviewed on 28 November 2023 - Evacuation Chairs last reviewed on 28 November 2023 - First Aid Provision was last reviewed on 28 November 2023.
All	Fire Risk Assessment (Site-Specific)	Last fully assessed on 22 February 2024 and assessed as MEDIUM risk.
All	Control of Substances Hazardous to Health (COSHH) Assessments and Safety Data Sheets (SDS)	A variety of COSHH assessments were seen during the visit including: - Aluminium Chloride was last reviewed on 16 March 2024 - White Spirit was last reviewed on 16 March 2024 - Cillit Bang Limescale Remover was last reviewed on 3 May 2023.
All	Emergency Action Plan/Procedures	Last reviewed in May 2022 but was currently being reviewed as it was changed over to the new format.
All	Emergency Lighting Test Certificate and Service Records	Last inspected on 3 November 2023 by Briggs & Forrester which was identified as SATISFACTORY.
All	Fire Alarm Test Certificate and Service Records	Last inspected and serviced on 8 January 2024 by Briggs & Forrester. There was evidence of weekly statutory checks, demonstrating a planned approach to checking all call points on a rotational basis and all other aspects of the management of fire equipment at the facility, recorded on SKLink.
All	Asbestos Survey/Register	Last assessed by Environmental Essentials on 1st and 21st April 2021. A list of items to be reviewed regularly was identified in this assessment and evidence was seen that reviews of these were carried out, with the most recent being recorded as the 1 January 2024.
All	Legionella Risk Assessment	The last full external Legionella Risk Assessment was carried out by SafeCare on 12 July 2023. There was a comprehensive water management plan at the facility with evidence of completion of actions such as monthly calorifier temperature checks, shower head descaling and sentinel tap checks on SKLink and the WCS portal.
All	Gas Boiler Service Records	Last serviced on 17 April 2023 by Briggs & Forrester.
All	Passenger Lifts and Hoist	The passenger lift, overhead lift/ patient hoist and height adjustable bed had all last been serviced by REJ Lifts on 5 March 2024 and had received their annual LOLER inspections by Zurich on 19



COMMENT & CONVERSATION DETAILS

COMMENTS 1

Type of Comment	Email - Direct Email Address
Date	2023-12-08
Contact Details	N/A
Contact	derbycountyafc@gmail.com
Reply Received	
Details of Response	I informed the centre that I represented a local voluntary disabled activity group and that we were in the process of updating our records in relation to leisure and activity centre providers within the South Lincolnshire Area. I enquired if the centre provided any bespoke disability sessions within its programme, also asking for confirmation on their disabled user facility provision i.e., changing rooms, toilets, lift etc. Unfortunately, as of 8 December 2023, I had still to receive a reply.

COMMENTS 2

Type of Comment	Email - Direct Email Address
Date	2023-12-11
Contact Details	Maureen Parker (Admin Manager)
Contact	gibboadelaide@outlook.com
Reply Received	2023-12-13
Details of Response	I advised the centre that I represented a locally based martial arts club that currently operated classes in Deeping, Stamford and Spalding and was looking for a venue in Bourne to add to that portfolio. I concluded my email by asking for weekday evening and weekend morning availability, asking for associated costs if they had any, and confirming whether they had any crash mats. Two days later I received a reply from Maureen. She suggested that space was available during early weekday evenings and on Sunday mornings depending on how long was required. She advised that upon confirmation of this information, she'd be able to provide a clearer steer.

COMMENTS 3

Type of Comment	Telephone
Date	2023-12-08 14:25
Number Dialed	(01778) 301099
Number of Rings	3
Answer	Answered
Response to Query	My call was answered by a female, who whilst not advising her name confirmed that I was through to reception. Having enquired if the centre allowed PAYG fitness gym usage, the staff team member confirmed that they did at a cost of £10-50 before going on to suggest that membership represented better value. She then proceeded to provide me with a comprehensive overview of the activities that were included, informing me that a single visit per week to any of these would work out cheaper. I followed my initial enquiry up by saying that I'd heard that the centre offered complimentary day passes for prospective customers to try the facility out. The staff team member confirmed that they did, going on to say that there was absolutely no commitment to join on the back of the visit. It was a pity that she failed to provide her name, as I found her manner warm and friendly, with the level of detail provided excellent.

COMMENTS 4

Type of Comment	Telephone
Date	2023-12-11 12:55
Number Dialed	(01778) 301099
Number of Rings	4
Answer	Answered
Response to Query	Oscar answered my call, also confirming the name of the centre. On the back of my asking if the centre offered adult swim lessons, Oscar confirmed that they did, prior to providing a full overview of current availability, cost, and minimum booking term.

COMMENTS 5

Type of Comment	Telephone
Date	2023-12-12 16:50
Number Dialed	(01778) 301099
Number of Rings	17
Answer	Answered
Response to Query	My call was answered by Jo, who also confirmed the name of the centre. I advised her that whilst Personal Training was promoted on the centre website, there was very little in the way of associated detail. Jo apologised before confirming that either single sessions or a programme block of eight could be booked, providing cost details for each. Jo's manner was excellent throughout the call; however she didn't conclude the call by asking if I wished to proceed with a booking.

COMMENTS 6

Type of Comment	Telephone
Date	2023-12-13 12:20
Number Dialed	(01778) 301099
Number of Rings	9
Answer	Answered
Response to Query	Oscar answered my call, also confirming the name of the centre. Having asked if the centre offered children's birthday parties, Oscar advised that they provided two options. He then went on to provide comprehensive timeslot, cost, and catering information on both the pool aqua fun and sports hall based football parties.

COMMENTS 7

Type of Comment	Telephone
Date	2023-12-14 12:35
Number Dialed	(01778) 301099
Number of Rings	4
Answer	Answered
Response to Query	A male member of the team answered my call, confirming the name of the leisure centre within his greeting. Having asked if non-members were able to access the

centre's fitness class programme on a PAYG basis, he advised that they were and asked what type of class I was looking to undertake. On the back of informing him that studio based dry side classes were my preference, he asked if I was a concession. Having confirmed that I wasn't he informed me that classes could be booked for £7.50 each. The staff member concluded the call by informing me that I would need to book and pay in advance due to the popularity of the classes.

COMMENTS 8

Type of Comment	Face to Face
Contact Details	Female receptionist, long dark hair.
Details of Response	Upon arrival at the centre, we joined a small queue. This allowed us to witness at first hand the excellent professionalism and due diligence of the young team member based at reception. We first observed her brilliantly manage a demanding couple in relation to a seemingly quite complex membership query, before seeing her empathetically handle a lost property enquiry that featured an expensive item of mislaid electrical equipment. When it came to our turn, she provided similar 5 star customer service in processing my complimentary day pass and advising my wife where she might enjoy some refreshment.

COMMENTS 9

Type of Comment	Face to Face
Contact Details	Female sports attendant, dark hair, wearing glasses
Details of Response	I asked a member of the team for further detail on a '12 Days of Christmas' usage initiative that I had seen details of. The team member proceeded to provide me with comprehensive details on what it entailed and the period that it covered, before asking me likely usage type questions and providing subsequent fitness class suggestions.

COMMENTS 10

Type of Comment	Face to Face
Contact Details	Female sports attendant, light coloured hair
Details of Response	My wife commented positively to a member of the team on the way in which the centre had implemented and embraced an Xmas theme. This was clearly evident in the response, with the staff member enthusiastically going to great lengths to talk about the 'Find The Elf' campaign and how younger centre users and families really enjoyed it, admitting that the staff team did just as much.

COMMENTS 11

Type of Comment	Face to Face
Contact Details	Female based within the cafeteria with long dark hair.
Details of Response	Having enjoyed my fitness gym workout, I was ready for a much-needed bit of R&R within the poolside cafeteria area. I wasn't to be disappointed, with excellent fayre being accompanied by a one women comedy show as I was served.

COMMENTS 12

Type of Comment	Email - Direct Email Address
Date	2023-12-08
Contact Details	N/A
Contact	derbycounty1fc@gmail.com
Reply Received	
Details of Response	I informed the centre that I represented a local voluntary disabled activity group and that we were in the process of updating our records in relation to leisure and activity centre providers within the South Lincolnshire Area. I enquired if the centre provided any bespoke disability sessions within its programme, also asking for confirmation on their disabled user facility provision i.e., changing rooms, toilets, lift etc. Unfortunately, as of 8 December 2023, I had still to receive a reply.

COMMENTS 13

Type of Comment	Email - Direct Email Address
Date	2023-12-11
Contact Details	Maureen Parker (Admin Manager)
Contact	gibboadelaide@outlook.com
Reply Received	2023-12-13
Details of Response	I advised the centre that I represented a locally based martial arts club that currently operated classes in Deeping, Stamford and Spalding and was looking for a venue in Bourne to add to that portfolio. I concluded my email by asking for weekday evening and weekend morning availability, asking for associated costs if they had any, and confirming whether they had any crash mats. Two days later I received a reply from Maureen. She suggested that space was available during early weekday evenings and on Sunday mornings depending on how long was required. She advised that upon confirmation of this information, she'd be able to provide a clearer steer.

COMMENTS 14

Type of Comment	Telephone
Date	2023-12-08 14:25
Number Dialed	(01778) 301099
Number of Rings	3
Answer	Answered
Response to Query	My call was answered by a female, who whilst not advising her name confirmed that I was through to reception. Having enquired if the centre allowed PAYG fitness gym usage, the staff team member confirmed that they did at a cost of £10-50 before going on to suggest that membership represented better value. She then proceeded to provide me with a comprehensive overview of the activities that were included, informing me that a single visit per week to any of these would work out cheaper. I followed my initial enquiry up by saying that I'd heard that the centre offered complimentary day passes for prospective customers to try the facility out. The staff team member confirmed that they did, going on to say that there was absolutely no commitment to join on the back of the visit. It was a pity that she failed to provide her name, as I found her manner warm and friendly, with the level of detail provided excellent.

COMMENTS 15

Type of Comment	Telephone
Date	2023-12-11 12:55
Number Dialed	(01778) 301099
Number of Rings	4
Answer	Answered
Response to Query	Oscar answered my call, also confirming the name of the centre. On the back of my asking if the centre offered adult swim lessons, Oscar confirmed that they did, prior to providing a full overview of current availability, cost, and minimum booking term.

COMMENTS 16

Type of Comment	Telephone
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<i>Date</i>	2023-12-12 16:50
<i>Number Dialed</i>	(01778) 301099
<i>Number of Rings</i>	17
<i>Answer</i>	Answered
<i>Response to Query</i>	My call was answered by Jo, who also confirmed the name of the centre. I advised her that whilst Personal Training was promoted on the centre website, there was very little in the way of associated detail. Jo apologised before confirming that either single sessions or a programme block of eight could be booked, providing cost details for each. Jo's manner was excellent throughout the call; however she didn't conclude the call by asking if I wished to proceed with a booking.

COMMENTS 17

<i>Type of Comment</i>	Telephone
<i>Date</i>	2023-12-13 12:20
<i>Number Dialed</i>	(01778) 301099
<i>Number of Rings</i>	9
<i>Answer</i>	Answered
<i>Response to Query</i>	Oscar answered my call, also confirming the name of the centre. Having asked if the centre offered children's birthday parties, Oscar advised that they provided two options. He then went on to provide comprehensive timeslot, cost, and catering information on both the pool aqua fun and sports hall based football parties.

COMMENTS 18

<i>Type of Comment</i>	Telephone
<i>Date</i>	2023-12-14 12:35
<i>Number Dialed</i>	(01778) 301099
<i>Number of Rings</i>	4
<i>Answer</i>	Answered
<i>Response to Query</i>	A male member of the team answered my call, confirming the name of the leisure centre within his greeting. Having asked if non-members were able to access the centre's fitness class programme on a PAYG basis, he advised that they were and asked what type of class I was looking to undertake. On the back of informing him that studio based dry side classes were my preference, he asked if I was a concession. Having confirmed that I wasn't he informed me that classes could be booked for £7.50 each. The staff member concluded the call by informing me that I would need to book and pay in advance due to the popularity of the classes.

ACTION PLAN

SOURCE	SUB SOURCE	TASK / ACTION REQUIRED
Response	Tackling Inequalities (Activity Alliance)	<p>The centre's website didn't appear to have any platforms or links within it aiding customers with either visual or hearing impairments, such as adjustable text font size, adjustable background colours, or voice-read text.</p> <p>I was unable to find any reference within the centre's website to either inclusive user sessions or facility adaptations.</p> <p>Whilst the website provided programme and timetable information, there was little in the way of additional detail on what each of the sessions/ classes entailed.</p> <p>The centre featured within a Leisure SK group X (formerly Twitter) account along with two other centres. Unfortunately, two posts had been made within the last 13 months, with the last of those back in March. Perhaps not unsurprisingly, the account had less than 100 followers.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>Although a sizeable element of the pool programme was aimed at younger users and families, family and baby-changing facilities were very limited.</p> <p>I was unable to note much in the way of sessions tailored to older customers or those with disabilities.</p> <p>Aligned to that I was unable to note a senior's membership option or means-tested linked pricing.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>I was unable to find any information either within the centre's website or social media accounts that advised customers of the facilities or adaptations in place for inclusive users.</p> <p>Unfortunately, on the day of our visit, the passenger lift was out of order, meaning that wheelchair users and those with more severe mobility issues would not have been able to access the fitness gym, studio, and sauna facilities on the first floor.</p>
Response	Customer Journey	<p>The centre was included in a parent group Leisure SK X (formerly Twitter) account along with two other centres at Stamford and Grantham. Unfortunately, the account enjoyed just 93 followers and had last been updated nine months ago.</p>
Response	Customer Journey	<p>Every sleeve within a customer noticeboard located in the Meeting Room was empty.</p> <p>Various staff achievement certificates and policy documents were displayed within the cafeteria, near to the customer counter. Unfortunately, none of these were in frames, with many hanging loose, which didn't present a particularly professional image. In addition to that, a 'Fill Water Bottle' sign was observed within the male wet side changing rooms hanging at an odd angle.</p>
Response	Customer Journey	<p>Throughout the course of our visit none of the team were observed patrolling, monitoring, or checking the building for issues or potential issues.</p>
Response	Environmental Management	<p>Despite waste-specific bins being in situ, I was unable to note much in the way of a concerted effort by the centre to promote or capture the benefits of recycling.</p> <p>Aligned to that I was unable to note any information either within the centre or online that evidenced the centre's waste re-cycling rates.</p>
Response	Operational Management	<p>The passenger lift was out of order, meaning that wheelchair users or those with mobility issues were unable to access the entire first floor of the centre.</p> <p>Quite unsightly plaster patches were noted within the fitness gym floor-based exercise area.</p> <p>The staff team had attempted to repair a lifting carpet in the meeting room. Unfortunately, their efforts had failed somewhat spectacularly with the resulting outcome representing a significant trip hazard.</p> <p>One of the two large banks of lighting in the stairs leading to the fitness gym was out of order.</p> <p>Hazard tape was noted on two separate electrical fittings within the first-floor health and fitness area.</p>
Response	Operational Management	<p>A customer toilet on the first floor opposite the staff room was found to be out of order.</p> <p>Whilst functional, changing room provision for both wet and dry-based activity was quite limited. Given that the centre was of a leisure pool type and enjoyed a seemingly strong swim lesson programme, we both felt that changing room space would have been an issue at peak times.</p>
Response	Operational Management	<p>Three vendors were noted within the foyer entrance to the centre. Each had a missing line of stock.</p> <p>Despite the centre offering dry and wet-based activities, retail stock appeared to be all pool-related.</p>
Response	Operational Management	<p>Significant levels of dust were evident on window ledges within the sports hall that were viewed from the fitness gym.</p> <p>Stagnant pools of water were noted within the male wet side changing rooms that carried a somewhat unpleasant odour.</p> <p>Mirrors within the fitness studio were found to be smeared, dirty and in need of a thorough clean.</p> <p>Large sections of chrome metal work on stairs leading from the poolside to the first floor were badly rust-pockmarked and in need of some wire wool.</p>
Response	Operational Management	<p>Unfortunately, the door to a plant room leading from the fitness studio had been left wide open. Whilst this was clearly not meant to be the case, it did allow me to observe the spin bikes that were located within it.</p> <p>In keeping with that the door to a staff room located within an adjacent corridor was also left wide open. Despite there appearing to be several personal items in situ, the room was empty.</p> <p>A public-use meeting room located next to the staff room was open. Within it was a collection of randomly located chairs, tables, ceiling tiles, a ladder, and a sack truck all in full view of customers.</p>
Response	Operational Management	<p>It was not fully clear how much influence facility management had over the longer-term planning of replacement, refurbishment or development of the facility. It may be of benefit for facility staff to be more involved in some of the conversations to ensure prioritisation of work is customer/facility-led. For example, there were numerous examples of smaller refurbishments that may be required, the lifeguard platform, a worn/ splintered gate by the slide that could be dangerous, the siting of some emergency stairs directly by the poolside changing room entrance/exit, that may not be prioritised by the client but could make a world of difference to the customer experience and/ or alleviate the chance of any accidents that may occur.</p>
Response	Operational Management	<p>The corrective action log appeared to be fairly informal and during the visit items were seen that were not correctly signed off or indeed signed off at all. It may benefit monitoring and management if a more robust system of recording could be introduced, with additional information such as action deadlines and length of time taken to repair.</p> <p>It was not clear how trend analysis was carried out on repairs or how the corrective action log was reviewed and used to inform the SIP. It may benefit the facility's financial/ lifecycle planning to introduce a regular process where this is carried out.</p>
Response	Operational Management	<p>There was no evidence of either an in-depth or high-level cleaning programme and there was some evidence seen during the assessment of items such as high-level dust. It may benefit the facility, especially due to the age of the facility and the fact that the team were currently managing to keep high standards of general cleanliness, for both in-depth and high-level cleaning plans to be introduced to ensure standards are kept high.</p> <p>There was no corporate cleaning management procedure in place which had site-specific details on cleaning requirements, including work instructions. This is something that the team may consider putting in place and linking with any customer standards they may want to display.</p>
Response	Operational Management	<p>It appeared that much of the training carried out at present in this area was peer-to-peer learning from other staff. It may be useful to develop a corporate staff cleaning manual to become a comprehensive best practice cleaning guide that contains photos, and videos if practicable, of the processes and expected standards required at the facility by the staff. The team could then be trained with this document, have a clear understanding of what standards were being looked for and be measured against these when the DM checks were carried out.</p>
Response	Operational Management	<p>There did not appear to be any current replacement or repair/ refurbishment planning for the facility, for example, redecoration of all areas and changing area refurbishment, and it was unclear where this type of expenditure was planned for. This is something that facility management may benefit from drawing up and</p>

		putting budgets/ costs to and identifying where this may appear in the financial budgeting.
Response	Operational Management	It appeared that customer satisfaction was only currently monitored quantitatively annually and it may benefit the facility to consider introducing ways of tracking this on a more regular basis. It could be beneficial for a robust and clear plan to be put together as to how cleanliness and hygiene were going to be measured, which included customer feedback, audits, internal reviews of systems/ processes and daily DM/ management team inspections/ checks to ensure this vital area is fully kept on top off.
Response	Operational Management	<p>Now better systems are in place, such as the new cleaning matrix and the existing reactive maintenance log, it may be beneficial for the team to use these measurement tools to set specific targets as a way to track performance over time and to demonstrate the facility was making a difference. It could help the facility/ organisation immensely to introduce a way to continually monitor performance over time and against set targets to understand its performance, aid improvement planning and identify areas that may need rectifications.</p> <p>The facility was of a good standard and it was clear the team was rightly proud of the job they were doing in keeping an older site clean and operational. It could be beneficial, therefore, for both the ability to evidence the difference they are making and also to inform further improvements actions, for them to develop and utilise more qualitative measures, such as regular customer satisfaction scores from their facility feedback systems, stakeholder/ user reviews, customer testimonials and savings linked to maintenance trend analysis, to highlight the difference they are making.</p>
Response	Customer Journey	<p>Of the two emails that I issued to the centre prior to our visit, I only received a response to one of them.</p> <p>The centre's website and policies displayed within the centre encouraged customers to provide their views. Unfortunately, I failed to note any customer feedback information such as previous feedback and the centre teams' responses to it, or evidence of customer survey results aimed at improving service standards.</p> <p>There was a 'customer review' section within the centre's website; however, comments related to all of the centres within the parent group, so it was difficult to ascertain if they referred to Bourne.</p> <p>In addition to that, all comments were of a complimentary nature, as opposed to a mixture of compliments and suggestions for improvement, with the centre teams' responses to those.</p>
Response	Customer Journey	There was no customer charter displayed or any evidence of what level of customer service should be expected to be received at the facility. This was also missing in the business plan. This is something that the facility may consider implementing to allow measurement of themselves against what they state they will deliver.
Response	Customer Journey	<p>It was apparent that the facility team did not necessarily deliver the corporate customer journey as documented and they alternatively used their local knowledge and expertise to deliver a process/ training to new front-of-house staff and duty managers. Whilst this was a good addition it may be beneficial to additionally add the corporate documentation to this process to ensure the new staff have a document ready at hand to refer to at all times. Although the staff at the site were very knowledgeable and were able to help new staff out succession planning may need to be thought about if experienced staff were suddenly not readily available to pass on their knowledge.</p> <p>There still did not appear to be any specific customer care training carried out with staff on an ongoing basis. It may benefit the facility, and efforts to set standards that staff should be working to, to develop/ implement some specific training modules and to deliver these on a more regular basis.</p> <p>Without any specific customer service standards or standalone training modules, it was unclear how it was assessed that staff were competent or had reached the standards required by the facility/ organisation. It may help for there to be some form of policy/ process to be developed to assist in this area.</p>
Response	Customer Journey	<p>The building was now around 30-plus years old and it was clear that it was looking tired in places and some of the areas/ equipment required updating. It may assist ongoing mitigation of any issues around this for the facility to have some form of minor equipment replacement/ refurbishment plans, outside of any major Capital or Lifecycle plans for major building fabric and equipment.</p> <p>The team outlined some major constraints around having enough staff to deliver everything they would like to due to recent council recruiting freezes. It was reported that these issues had made it difficult to run such a large and busy facility and to also keep on top of the day-to-day issues. In anticipation of this situation continuing it may be beneficial for the management team to perhaps identify the core duties/ tasks required and perhaps identify more key staff within the team to pass some of the management team duties on to, to both spread the load and also help with personal development and continuity planning.</p>
Response	Customer Journey	Consideration could be given to having a more high profile customer feedback board, or even something such as a whiteboard which was updated daily in the reception area, to highlight to customers a range of information, for example, any faults that had been identified that day, any upcoming improvement plans, specific promotions, recent customer feedback, and environmental information such as the latest usage information. Having such a resource could prove valuable as it could pre-empt customer feedback/ questions and it could help to show that the team was proactive in managing the facility.
Response	Managing the Team	There were currently no clear ways in which the facility/ organisation measured the well-being and satisfaction of the workforce and thus it was certainly something that the management team/ corporate team may consider looking at. In addition to a simple, regular staff survey, including satisfaction and well-being questions, other data/ indices may be considered to assess on an ongoing basis the potential well-being/ satisfaction of staff including tracking staff absences/ sickness, length of sickness and staff retention/ turnover.
Response	Customer Journey	It may benefit the facility in its efforts to assess its current level of customer satisfaction to utilise any tools it has access to, such as the Moving Communities platform, to benchmark its progress against other facilities. This way it may be able to build a wider picture of what improvements may need to be put in place to achieve excellent customer service.
Response	Customer Journey	It was hard to assess how the facility regularly reviewed this area qualitatively currently, and indeed used this feedback to inform improvement planning, due to the lack of ongoing customer service measures in place and any specific targets within a business plan. It may benefit the facility and its efforts in this area to utilise a more comprehensive range of tools to assess feedback and have a clear process of how it uses this information to review its progress throughout the year.
Response	Tackling Inequalities (Activity Alliance)	There seemed limited awareness and access to the business and health and well-being planning processes that it was stated by the team were currently occurring in the business. Added to the absence of a current facility-level plan this meant that the local-level approach was somewhat lacking. It would be beneficial for the team to ensure that as soon as they have sight of any new organisational KPIs, targets and objectives they develop their site-level plans reflecting these.
Response	Tackling Inequalities (Activity Alliance)	The team may benefit from using the various external boards and user groups that members of the SKDC leisure teams attended, as well as any partners and stakeholders currently worked with or identified through ongoing work, to garner expert advice to shape policies/ procedures so that they were inclusive and accessible to all.
Response	Tackling Inequalities (Activity Alliance)	<p>Unfortunately, since the last visit, the organisational Health and Wellbeing Manager who had led on this area across the contract had been made redundant and it was not now fully clear what level of priority tackling inequalities held within the business. It would be helpful to have some clarity, potentially outlined in the new business plan being developed, of how exactly this area of work was being embedded within the organisations/ facilities and what resources it would be backed by at a facility level.</p> <p>The team may find it beneficial to conduct a local stakeholder survey to identify local partners/ groups to work with to understand how any identified business plan objectives could be delivered at a local level. This "place-based" approach may help inform the best programmes, offers and resources needed to achieve any identified desired outcomes in the locality and attract any identified target groups.</p> <p>Additional training opportunities related to specific health issues or impairments could be made available for all staff, based on any target groups identified as being important to the locality and any programmes consequently being delivered to them at the facility.</p>
Response	Tackling Inequalities (Activity Alliance)	The facility team may benefit from a full review, in conjunction with the SKDC Health and Wellbeing officer and any potential stakeholders/ user groups identified in the suggested stakeholder survey, regarding specialist equipment that may required to be able to deliver the outcomes stated for any target groups identified.
Response	Tackling Inequalities (Activity Alliance)	There was good current delivery but ongoing engagement appeared limited at the moment. The team could benefit from a full review of exactly what their target markets were, who may work with these groups in the local community and what benefit may be gained in developing robust relationships with some of these groups to co-develop sessions informed by their contacts/ clientele.
Response	Tackling Inequalities (Activity Alliance)	<p>With the loss of the Health and Wellbeing post the team was aware that there was much less targeted marketing and communications taking place than had previously been delivered. This may be something to review and consider giving the responsibility to a member of staff at the facility as a development opportunity.</p> <p>Currently, the marketing plan, and the social media plan, were still, understandably, fairly generic and did not appear to have specific details regarding what was being done for target groups. The team were also not sure who exactly was/ would be feeding this information into the development process. It could benefit the facility/ organisation to ensure this was considered at this early stage of development and either develop a specific plan, or perhaps include it as part of the health and well-being plan, to ensure awareness of the programmes that were being delivered, currently, and any future programmes was as high as possible to the</p>

		community/ identified target groups.
		Research could be conducted with local target groups and partners to get feedback on both current marketing and communication routes/ media, and any new developments through the new marketing planning process, with the view to actioning the feedback to make improvements.
Response	Tackling Inequalities (Activity Alliance)	<p>It may benefit the team to work with some of the partners they have access to, for example, the local Public Health Team, to devise robust methods to specifically measure and be able to track community-level changes in health improvements and activity levels in any target groups that are identified as relevant for the facility. This could enable a more robust picture of how the work the team are delivering was affecting the locality, its physical activity levels and the organisation's penetration into the market.</p> <p>Additionally, the use of population-level data on physical activity levels from sources such as Active Lives and the Moving Communities portal may also enable more targeted KPIs to be tracked and for data to be available which showed the impact of the work the team were doing on the specific targeted groups identified in the plans.</p> <p>The facility could benefit from showcasing customer testimonials on social media and website pages to help generate awareness of and benefits of using the facility. This could support the marketing to several user groups in a manner that related to the residents and was not just seen as a commercial advertisement. It could also help showcase the real impact the facilities have on people's lives.</p>
Response	Managing the Team	It may be beneficial for the General Manager to carry out a recorded annual appraisal with core staff, the management team, departmental leads and the Duty Managers, at which targets and outcomes were set for the year. The monthly 1-2-1 process could then be carried out measuring performance against these annual targets to ensure a permanent, ongoing record is kept for each staff member robustly recording progress against what has been agreed upon and what has been delivered to date.
Response	Managing the Team	The current Equality, Diversity and Inclusion Policy (EDI) may benefit from a review as soon as possible as it is currently overdue according to the organisation's HR timetable.
Response	Managing the Team	<p>It was not clear how often demographic data was run and reviewed at a facility level as this had previously been carried out through the Health and Wellbeing Manager's work. It may benefit the facility management team to run this data themselves at least annually going forward to help inform facility level business planning and review.</p> <p>There was no evidence that demographic profiling of staff was carried out and thus it was not possible to understand if the staff reflected the local community. It may benefit facility management to run this report regularly to understand the make-up of their staff and to inform any actions that they may wish to take.</p> <p>Although there was evidence that some staff were potentially reflective of the served community it was not clear if this was by design or a "happy coincidence". It may benefit particularly any future work that the facility and the organisation were focused on in the health and wellbeing sector, to review whether a process of "positive" recruitment may be appropriate in some situations and how this could be achieved.</p>
Response	Managing the Team	There may be some benefit to tracking internal promotion and monitoring progression rates within the team, and even developing staff case studies around team members who have successfully progressed, and publishing these internally to act as an incentive for other staff to engage with development opportunities.
Response	Managing the Team	The team may consider ensuring they have a record of any activities/ processes that were put in place to promote creativity, enterprise and innovation within the team so they could, in the future, evidence the impacts of team engagement over time using both quantitative and qualitative data, including perhaps testimonials and case studies from the staff themselves
Response	Environmental Management	It was not clear how the aspirations in the 2024/2025 business plan were going to be delivered at a facility level and it may benefit efforts in this area for there to be some clear actions, targets and objectives within a facility-level plan such as the risk reduction/ service improvement plan (SIP).
Response	Environmental Management	<p>It was reported that currently no meter readings were taken at the facility or recorded on site. It may benefit facility management to at least have sight of regular reports of their current usage or take and record their readings to chart progress and allow early identification of any anomalies.</p> <p>There was no environmental information available within the facility beyond the displayed DEC. Given that significant investment had already been spent, with further planned, in this area at the facility it may be beneficial to have ways of getting messages across to users regarding what the team/ organisation was doing to reduce its carbon footprint. This can be particularly important with environmental investment as users were not always aware visually of spending in these areas as they often took place "behind the scenes" and thus clear messaging may be helpful to get the information seen.</p>
Response	Environmental Management	<p>The facility did not collect its energy usage readings and the externally monitored readings were sent directly to the client. As the client did not pay for the costs it was unclear who who was taking a clear responsibility for monitoring them closely and taking action where needed. It could benefit efforts in this area enormously if the facility/ organisation took a more hands-on approach to gathering data to ensure they can use it to review the impact of any efforts it may be making going forward as well as responding quickly to any anomalies spotted.</p> <p>It was not clear how often the various plans were reviewed and who by. It was assumed this was done by the Contract Operations Manager but the team at the facility were not sure. It may be useful for the team to clarify this and also to see if there was a way they could be involved.</p>
Response	Environmental Management	There was no way for the facility to use even basic methods to show the impact it was making in reducing its carbon footprint, without even access to monthly usage reports. It may benefit the organisation to add measures against a set of robust KPIs, reflecting the aspirations in this area outlined in the SKLeisure business plan, within the facility's risk reduction/ service improvement plan (SIP) or any newly developed environmental plan so that the impact of any efforts it may be making can be robustly measured and reviewed going forwards. These may include things such as changes in actual consumption figures, utility use per 10,000 visits, recycling targets, staff training targets and numbers of people visiting the facility who don't use their cars. This will enable a more rounded view of the team's efforts, focus work in specific areas and enable staff/ users to be updated regarding success and direction of travel for the facility.
Response	Customer Journey	<p>It took 17 rings for my Personal Training Call to be answered.</p> <p>Opportunities were provided for members of the team to promote the benefits of membership in my calls relating to Personal Training and PAYG Group Exercise; however, these were missed.</p> <p>There didn't appear to be a standard approach to call greetings, with some members of the team confirming both their name and that of the centre, whilst others provided elements of this.</p>
Response	Managing the Team	<p>Despite engaging in conversation with most of the team that were on duty on the day of our visit, we were unable to determine who the Duty Manager was. None of the staff team appeared to be wearing name/ job title badges, whilst it was also unclear from behaviours and interaction.</p> <p>During our visit, none of the team were observed undertaking monitoring, patrolling, or cleaning duties despite some of the cleaning and housekeeping issues mentioned elsewhere within the report.</p>
Response	Environmental Management	<p>I was unable to note any information within the centre that either provided details of non-car related transport or encouraged users to consider it.</p> <p>Despite there being a 'Frequently Asked Questions' section within the centre's website, I failed to find any information within either it or the rest of the website that was linked to non-car related transport.</p>
Response	Environmental Management	Aside from basic general policy information and a Display Energy Certificate (DEC) being located within the reception area, I was unable to find anything further linked to the centre's current or previous commitments to reducing its carbon footprint and subsequent performance against those commitments.