



## Quest (2023)

### Detailed Report

LEISURE SK

GRANTHAM MERES LEISURE CENTRE

MV DATE & TIME: 06th December 2023 12:15

ASSESSOR: Phil Lown

DATE: 02nd April 2024





## Report Format

Quest is Sport England's recommended Continuous Improvement Tool for leisure facilities and active communities. This Quest assessment provides a framework that evaluates the management, operations and programming of your facility/team, enabling you to enhance the quality of services and facilities provided to your customers.

The Assessment Day(s) include a tour, employee interviews, conversations with staff about industry best practices and a review of some of your documentation, policies, and procedures.

The information provided within your report will assist you in setting priorities, develop strategies, and create action plans.

## Performance/Scoring

The scoring is based on the following guidelines:

N/A		Not Applicable
0		Unsatisfactory
1		Satisfactory
2		Good
3		Very Good
4		Excellent

Bandings are provided for each challenge and module. An overall banding will also be provided having taken into account any non-applicable (N/A) questions.

This Quest Assessment is a review of your organisation's policies, systems and operational procedures for managing your leisure facility or active communities team. Our assessments are conducted based on verbal, physical and written information provided by you at the time of the assessment together with our enquiries and observations made during and within the scope of the assessment/review. Assessments are by nature a sampling exercise and therefore cannot guarantee to identify all possible breaches of legislation, non-compliance or good practice. Absence of comment on any issue should not be taken to imply compliance with legislation or standards.

Recommendations and advice are given in good faith to promote and enhance good operations and health and safety management in your business. Compliance with the recommendations or advice given does not guarantee fulfilment of your legal obligations. It is ultimately the responsibility of the organisation and its directors to ensure compliance with the Law and other statutory requirements, civil obligations and your own internal policies.

As per the terms of our agreement with you, we shall have no liability for any damage and/or harm caused by errors or omissions in any information or instructions provided by you in connection with this assessment or you failing to inform us of a material change, which impacts the outcome of the assessment.

## OVERALL ASSESSMENT SUMMARY

ASSESSMENT TYPE

OVERALL

QUEST (2023)

GOOD

## EXECUTIVE SUMMARY

### STRENGTHS

#### MYSTERY VISIT:

The facility's webpage was part of an overall SK Leisure website but was straightforward to locate through a quick Google search. The site was easy to navigate, including the online booking facility, and covered a wide range of activities and programmes that the organisation offered.

The receptionist was the stand-out member of staff who was helpful, knowledgeable and informative in both my conversations with her. On entering the facility she checked my details/ the booking details, explained where I had to go to change as it was my first time and explained how the lockers worked. She also explained I was slightly early and that I had to wait in the café area before entering. My second interaction was equally as comprehensive as she explained clearly the membership options available.

The Facebook Messenger contact was answered immediately with a message stating "We're away at the moment and can't respond at this time". It then stated that a response would be generated "as soon as possible" and that I should call the facility for a faster response. The speed of the reply and the information it contained did not fill me with hope of an answer however my query was responded to within an hour and outlined fully the accessible parking options close to reception and the fact that there was a pool hoist. Well done!

The lifeguard team in place on the pool were particularly proactive and interacted excellently and professionally with both each other and customers to assist and impart instruction. Changeovers on the pool were dealt with swiftly and professionally. The professionalism being shown by them made me confident in their abilities and safe. Even during a changeover at 12.45: the interaction was kept to a minimum and both team members kept their eyes on the pool at all times. Well done.

There was a water filling station in the reception area to encourage people to use recyclable bottles.

#### ASSESSMENT:

There were some high-level aims within the new 2024/ 2025 SK Leisure Business plan regarding tackling inequalities within the district including the aspiration to "reduce social isolation" and provide "increased access to all South Kesteven residents of all backgrounds". It was also clear that 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 the South Kesteven District Councils (SKDC) Sport and Physical Activity Strategy.

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.

Growth had been seen in all areas of the business over the last 12 months with swimming lessons increasing by 4%, fitness memberships by 8.4% and total attendance by 28% in the period 2022/ 2023 to 2023/ 2024.

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 internal fire doors and pump-over tanks had been replaced due to this planning.

The weekly cleaning sheet was assessed for completion and scored to show improvement/ completion rates. This was an excellent new initiative which will allow the team to manage this area more robustly.

The facility's last NPS score was 86.4% (Good/ Very Good) with an NPS score of 16.4, which was up on the previous year's 2.8. The average Google rating over the last 10 reviews was currently Good 4.2 which was showing an upwards trend.

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.

Although there was no specific Energy Action Plan Ryan Mayoh, the Contract Operations Manager had developed an Energy Management Optimisation Audit (EMO) 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.

### AREAS FOR IMPROVEMENT

#### MYSTERY VISIT:

It was a little difficult at times to ascertain whether a specific activity promoted on the website was actually delivered at the facility you were looking for, and it only became clear on occasion when you looked through the facility timetable, which meant a lot of clicking!

I could find no information on the website regarding specific activities/ programmes for groups such as lower socioeconomic groups, people returning from injury, culturally diverse communities, disabled people or socially excluded groups.

Unfortunately, the staff in the fitness gym did not engage with me when I entered the area to have a look around. They appeared to be sitting in a back room and although both glanced at me they did not attempt to see if I needed help or to offer to show me around.

There were no links to any social media channels, corporate or site-specific, on the website.

Although relatively plentiful around the facility the changing areas were reflecting their age and these customer-critical areas looked like they could do with a refresh and general refurbishment.

The Pool Hall was very hot and humid which made for a fairly uncomfortable journey to and from the pool. and the shower water was unfortunately no better than tepid.

There was no information available to customers either at the facility or on the website promoting environmental policies and practices making it appear that environmental management was not a particularly high profile for the facility team.

#### ASSESSMENT:

There seemed limited specific objectives and actions for the upcoming year in the business plan around exactly how the high-level aims outlined for tackling inequalities within the district were going to be delivered at the facility. Added to the absence of current specific site-level plans this meant that the local-level approach was somewhat lacking. It may be beneficial for the team to ensure that there were specific KPIs, targets and objectives for facility-level plans to reflect the high-level aspirations and outline exactly how these would be achieved, measured and assessed for their impact.

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 facilities' real impact on people's lives.

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.

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 customer satisfaction was only currently monitored quantitively 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.

It may be beneficial to devise a system/ process to utilise the annual appraisal form for updating against targets discussed during 1-2-1s rather than a separate email. This could enable a permanent, ongoing record to be kept for the staff member robustly recording progress against what has been agreed upon and what has been delivered to date.

There appeared 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.

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 could 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.

Currently, the only method for quantitatively assessing performance regarding reducing the facility's overall carbon footprint appears to be through tracking the profit and loss accounts. This measure was therefore largely at the mercy of utility cost fluctuations. It may benefit the organisation to add further 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 could 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.

## 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	
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>It was a little difficult at times to see whether a specific activity was delivered at the facility being looked at and it only became clear on occasion when you looked through the facility timetable, which meant a lot of clicking!</p> <p>There were no links to any social media channels, corporate or site-specific, on the website.</p> <p>I was able to locate a facility specific Facebook page, however, it seemed to have been used rather sporadically recently before the first few days in December and posts were generally around service updates and offers, with limited inclusive information/ offers mentioned.</p> <p>There did not appear to be the ability for the user to make changes to the website, for example, to change the colour of the text, increase the size of the text or to change the language of the page.</p>	G
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	I could find no information on the website regarding specific activities/ programmes for groups such as lower socioeconomic groups, people returning from injury, culturally diverse communities, disabled people or socially excluded groups.	G
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	<p>There was no information regarding venue accessibility on the website.</p> <p>The accessible parking bays were extremely worn (see photo) and were not particularly well signed.</p>	G
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	There seemed limited specific objectives and actions for the upcoming year in the business plan around exactly how the high-level aims outlined for tackling inequalities within the district were going to be delivered at the facility. Added to the absence of current specific facility-level plans this meant that the local-level approach was somewhat lacking. It may be beneficial for the team to ensure that there were specific KPIs, targets and objectives for facility-level plans to reflect the high-level aspirations and outline exactly how these would be achieved, measured and assessed for their impact.	G
Plan	Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff?	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.	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 in this area across the contract had been made redundant. It was not fully clear what level of priority tackling inequalities was 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 organisation/ facilities and what resources it would be backed by.</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?	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 require to be able to deliver the outcomes stated for any target groups identified.	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. It could benefit the facility/ organisation to ensure this was considered at an early stage of development and either a specific plan developed, or perhaps included as part of the health and well-being plan, to ensure awareness of the programmes that were being delivered currently, and any future programmes developed, was as high a profile as possible to the communities they were being targeted at.</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>	S
Measurement and Review	Can you demonstrate that you have proactively engaged with partners to develop, improve and deliver effective services to tackle inequalities?	There was good current delivery but ongoing engagement appeared limited at the moment. The team could possibly 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.	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 and NHS, 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 facilities' real impact on people's lives.</p>	S

## "PEOPLE - Tackling Inequalities (Activity Alliance)" AFI IMAGES

Q: Has the facility considered and communicated venue accessibility to the customers?



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 facility's webpage was part of an overall SK Leisure website but was straightforward to locate through a quick Google search. The site was easy to navigate, including the online booking facility, and covered a wide range of activities and programmes that the organisation offered.</p> <p>Social media searches revealed a Facebook page for the facility which appeared to have been relatively well-used since the start of December with daily posts.</p> <p>The Recite Me function could be used with the website.</p>
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	<p>The facility exercise programme appeared to be well balanced with a range of activities for the community, including Dance, Pool Based, Mind/ Body, Strength and High Energy classes.</p> <p>The pool timetable appeared to be a balanced programme of activities, including club use, fitness classes, family swims, fitness/ lane swimming and swim school/ school swimming, with both membership and "pay and play" options available.</p>
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	<p>Accessible parking bays were available near the main entrance and were step/ ramp-free to the main entrance. The main doors were automatic and the reception area was spacious with wide access barriers.</p> <p>Specific accessible changing rooms were observed in various locations around the facility, requiring a radar key, as they were locked.</p> <p>A lift was available to the first floor, and evac chairs were available.</p> <p>General circulation areas were wide and free from clutter and the gym was spacious to allow easy access to equipment.</p>
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	<p>There were some high-level aims within the new 2024/ 2025 SK Leisure Business plan regarding tackling inequalities within the district including the aspiration to "reduce social isolation" and provide "increased access to all South Kesteven residents of all backgrounds".</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 the South Kesteven District Council's (SKDC) Sport and Physical Activity Strategy.</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 a good range of equipment that was suitable for target groups, for example, hand bikes in the gym and a Changing Places changing room.</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>
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>Currently, at the facility, partners worked with, included GoodBoost to deliver the GoodBoost programme, Lincoln City FC for fighting fit a cancer rehab class, a falls prevention programme with the local NHS service and Wellbeing Walks in conjunction with the Co-op. The team also delivered HAF-funded programmes during holiday times with the client.</p> <p>An exercise on the referral programme was delivered in conjunction with One You Lincolnshire.</p> <p>The team had also begun hosting specific MSK events at the facility in partnership with the NHS and other pathway providers which provided a "drop-in event" for people who were currently on a waiting list for MSK issues in the area. The overall aim was to reduce waiting lists and get patients seen earlier. The scheme was being used by the NHS as a case study and was reported as being a huge success with national coverage. This was a great example of the two "systems working together, health and leisure, and the team should be applauded for their willingness to be involved in programmes such as this. Great to see.</p>
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	<p>GP Referral was being successfully delivered in the facility and had increased its numbers at the facility.</p>

## 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?	Unfortunately, the staff in the fitness gym did not engage with me when I entered the area to have a look around. They appeared to be sitting in a back room and although both glanced at me they did not attempt to see if I needed help or to offer to show me around.	VG
Mystery Visit	Were the team knowledgeable and informative?	Unfortunately, the receptionist did not take my details for me to receive a call back regarding a possible membership.	VG
Mystery Visit	Are enquiries and feedback made via the website or social media positively dealt with?		E
Mystery Visit	Are enquiries made by telephone positively dealt with?		E
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	There were no links to any social media channels, corporate or facility-specific, on the website.	G
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	There was no environmental board that I was able to find and little in the way of customer feedback/ "You Said, We Did",	VG
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?	I was not asked to complete any forms, for my details or if I wanted to upgrade my pay-as-you-go to a monthly membership when I enquired about memberships.	VG
Mystery Visit	Are team members well-presented and visible?		E
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?	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.	VG
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?	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.	VG
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?	The building was a fairly large facility it was clearly 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.	VG
Measurement and Review	How does the organisation measure, monitor and review the effectiveness of your 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.	G
Impact and Outcomes	Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?	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

SECTION	QUESTION	STRENGTH
Mystery Visit	Was the interaction with the team positive and enthusiastic?	The female receptionist spoken with was extremely polite and professional in her dealings with me, as was a team member I encountered in the changing room.
Mystery Visit	Were the team knowledgeable and informative?	The receptionist was the stand-out member of staff who was helpful, knowledgeable and informative in both my conversations with her.
		On entering the facility she checked my details/ the booking details, explained where I had to go to change as it was my first time and explained how the lockers worked. She also explained I was slightly early and that I had to wait in the reception area before entering but signalled to me when I eventually could access the facility.
		My second interaction was equally as comprehensive as she explained clearly the membership options available.
Mystery Visit	Are enquiries and feedback made via the website or social media positively dealt with?	The Facebook Messenger contact was answered immediately with a message stating "We're away at the moment and can't respond at this time". It then stated that a response would be generated "as soon as possible" and that I should call the facility for a faster response. The speed of the reply and the information it contained did not fill me with hope of an answer however my query was responded to within an hour and outlined fully the accessible parking options close to reception and the fact that there was a pool hoist. Well done!
Mystery Visit	Are enquiries made by telephone positively dealt with?	All calls were answered within a reasonable amount of time once the automated message had played.
		Calls were answered with a professional corporate greeting and were well-handled with queries ranging from accessible facilities at the facility, memberships, equipment hire and in relation to children's swimming lessons.
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	Social media searches revealed a Facebook page for the facility which appeared to have been relatively well-used since the start of December with daily posts. Looking back a little further the site appeared to be updated regularly, including a mix of promotional and informational posts.
		The page included a link to the main facility website which worked effectively.
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	Noticeboards that were seen had a corporate brand style and were professional and tidy. The boards seemed to have themes including, upcoming shows and events, swimming lessons, swim admission policy, health and fitness with class programmes and general information, coaching sessions, clubs, and personal training.
		Outside there were promotional banners for holiday activities and the facility's opening times.

	Promotional TV screens were located in areas of the facility and were well-used.
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?  When booking in advance, you must register your contact details online or via the bespoke booking system. Full details regarding age, contact details and name were captured and payment for the activity was taken.  The receptionist checked my booking, and thus details, when attending the facility for the session.
Mystery Visit	Are team members well-presented and visible?  All team members that were present and seen were visible and dressed in tidy corporate uniforms including name badges.
Plan	How do you plan to ensure that all customer's expectations are met?  There was a corporate customer journey document in place, the Gym Sales and Prospects document, which covered areas such as the enquiry process, the joining process, the tour process and the induction process. There was also a Gym Sales and Prospects document which covered areas such as leads, lead processing, cancellations, and new member calls.  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.  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.  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.
Do	How do you ensure that team members are trained to exceed customer expectations?  Training, based on the corporate customer journey document Gym Sales and Prospects document was delivered to front-of-house staff and duty managers plus some lifeguards. This document covered areas such as the enquiry process, the joining process, the tour process and the induction process. There was also a Gym Sales and Prospects document which covered areas such as leads, lead processing, cancellations, and new member calls.  Customer care and dealing with customers were reported as covered within the induction process.  There was evidence that team members were required to be multiskilled and there was evidence of ongoing staff development identified through staff development meetings.
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?  Staffing budgets were reported as profiled for annual needs and staffing levels were planned to a term time/ holiday master rota, backed by a comprehensive staff rota management tool called TheShopWorks.  The organisation had 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.  The team had reacted well to some of the staffing constraints by upskilling its current workforce so that some employees were multiskilled.
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?  There was evidence of customer satisfaction surveys carried out and customer feedback was also gathered verbally and via the website.  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.  RAG rating around performance regarding sales targets was also sent as a report via email to all staff.
Measurement Monitoring and Review	How does the organisation measure, monitor and review the effectiveness of your customer journey?  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.  Attendance was tracked which included club usage, such as the local swimming club, and all school usage. This gave a really good indication of how busy the facility was overall and also tracked community use well.  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.
Impact and Outcomes	Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?  Growth had been seen in all areas of the business over the last 12 months with swimming lessons increasing by 4%, fitness memberships by 8.4% and total attendance by 28% in the period 2022/2023 to 2023/ 2024.  Customer satisfaction measures used, as mentioned elsewhere, had also shown increases.

## OPERATIONS - Operational Management

SECTION			BAND
Mystery Visit			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	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>Although there were no major items of repair noted/ visible there were several items of "minor" repairs seen which detracted from the overall customer experience somewhat. These included (see photos):</p> <ul style="list-style-type: none"> <li>- Ceiling tiles stained, missing and broken in places throughout the facility, which also poses a fire risk hazard</li> <li>- A set of fire doors in the main pool hall badly corroded</li> <li>- A number of the seats in the sports hall viewing gallery damaged</li> <li>- Signs of corrosion in areas such as cubicle bases and at the bottom of pillars in the wet side changing areas.</li> </ul> <p>Out-of-order signage was in place however it gave no details of when the damage occurred, what was faulty and when it may be resolved for customer information (see photo).</p>	G
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	Although generally housekeeping was good there were some issues noted. Some of the consumable furniture in the toilets was damaged or missing (see photo) and a couple of doors marked "Staff Only" were left unlocked despite the presence of locks. One of these was marked "Caution Chemical Store" (see photo) and it was therefore not ideal that anyone could access this area.	VG
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	Although relatively plentiful around the facility the changing areas were reflecting their age and these customer-critical areas looked like they could do with a refresh and general refurbishment.	VG
Mystery Visit	Is the facility clean?	<p>There were significant areas where cleanliness was an issue (see photos) and these included:</p> <ul style="list-style-type: none"> <li>- Areas of high-level dust such as girders/ ledges within the pool halls and the sports hall and air handling vents</li> <li>- Wearing and ingrained dirt/ lime scale in toilet areas, changing areas and on panels within the wet side changing rooms</li> <li>- Wear and ingrained dirt in some carpets around the facility.</li> </ul>	G
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	The current resale offer did not appear to include dry side items such as gym-related clothing or larger items such as racquets.	VG
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	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 fire doors in the school hall, the spectator seating and the general areas that need refurbishing within the facility and it was not clear where these items were picked up in the maintenance planning. These items 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.	VG
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	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.	VG
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 annually planned programme and there was some evidence seen during the assessment and the mystery visit of items such as high-level dust. It may benefit the facility, especially due to the age/ size of the facility and the fact that the team are currently managing to keep relatively 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 facility-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)	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.	VG
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	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, putting budgets/ costs to and identifying where this may appear in the financial budgeting.	VG
Measurement, Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	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.	VG
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	The facility was of a good standard and it was clear the team was rightly very proud of the job they were doing in keeping the 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.	VG

### "OPERATIONS - Operational Management" AFI IMAGES

Q: Is the maintenance of the inside and outside of the premises presentable and welcoming?



Q: Is the maintenance of the inside and outside of the premises presentable and welcoming?



*Q: Is the maintenance of the inside and outside of the premises presentable and welcoming?*



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*Q: Is the maintenance of the inside and outside of the premises presentable and welcoming?*



*Q: Is the maintenance of the inside and outside of the premises presentable and welcoming?*



*Q: Is the housekeeping of the inside and outside of the premises presentable and welcoming?*



*Q: Is the housekeeping of the inside and outside of the premises presentable and welcoming?*



*Q: Is the facility clean?*



Q: Is the facility clean?



Q: Is the facility clean?



Q: Is the facility clean?



SECTION	QUESTION	STRENGTH
Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>There did not appear to be any major structural maintenance requirements in evidence at the facility on arrival.</p> <p>The building on the inside was in generally good order with no major repairs noted as required.</p> <p>All equipment seen, in the gym and around the building, was generally in good order and appeared to be in working order.</p>
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	<p>Generally housekeeping at the facility was of a good standard during the visit with few issues noted, only one of which was major.</p> <p>Areas which could be accessed were generally clutter-free and storage solutions were used, for example in the gym to ensure loose equipment all had an organised home and there was no excess equipment lying about the pool area.</p> <p>I tested some 'staff access only' and cleaning cupboard doors and the majority were appropriately locked.</p>
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	<p>There was good provision of changing facilities to cater for all needs including family changing and accessible toilets/ changing areas, including a specific Changing Places facility. Although not the largest wet side changing area for the size of the aquatic offer it did appear to be adequate to the usage observed during the visit, which included both a family swim session and lane swimming.</p> <p>There were additional dry-side changing rooms for gym users.</p> <p>A large bank of lockers was available requiring a refundable coin. The majority of lockers had keys and straps and were large in size.</p>
Mystery Visit	Is the facility clean?	<p>The reception area was neat, tidy, and well-presented with high-level surfaces clean and free of clutter.</p> <p>Circulation areas and most low-level areas of the facility were relatively clean</p> <p>Lockers were viewed within the changing rooms, and all were found to be clean and litter-free.</p> <p>Signage within the changing room and toilet areas advised that they were regularly checked.</p>
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	<p>A good range of resale items were displayed with prices opposite the reception desk and swimwear was displayed on additional racks in an area opposite the entrance barriers. The range of goods included swim floats, toys, nose clips and goggles.</p> <p>Vending machines were fully stocked, providing cold drinks and snacks with water available as a healthy option.</p> <p>The café had a range of items on the menu including healthy eating options.</p> <p>Equipment was available to hire at the facility and this was advertised on the website in the price section.</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 facility-specific records and an overview matrix.</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 internal fire doors and pump-over tanks had been replaced due to this planning.</p> <p>It was reported that there was regular planning in place regarding the ongoing maintenance of the facility with the client, which included monthly M and E meetings, quarterly client/ Contract Manager meetings and SKLeisure Board meetings discussing the prioritisation of work required.</p>
Do	There is a suitable and sufficient PPM in place that is	<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>

	being adhered to (fixed and portable equipment)	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.
		There was a corrective action log in place where items were entered from daily checks and maintenance reports. The General Manager reviewed the log and ensured jobs had been allocated correctly, for example to Briggs & Forrester or the internal maintenance function.
		It was reported that Duty Managers and all lifeguards' were trained to complete the checks and reporting process.
Do	There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)	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. 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.
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)	Staff were trained during their induction on cleaning and equipment set-up/ dismantling with Safe Systems of Work (SSoW) in place. 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.
		There was a LeisureSK health and safety group, which included all levels of staff and carried out regular reviews of SSoW, to which staff could contribute feedback too through their representatives.
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	There was an in-house cleaner at the facility during opening hours at all times and a contract maintenance engineer who dealt with some of the cleaning tasks and 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. There was a £1,000 a month reactive maintenance budget in place to enable day-to-day repairs to be tackled. The facility had undergone a variety of investments over the previous year including funding identified to carry out some significant repairs identified from the condition survey such as replacing all internal fire doors, installing solar panels, replacing the boilers with more efficient models, refurbishing the chemical bunks and replacing the pool covers.
Measurement and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	Quantitative measures were primarily used to assess the impact of the operational arrangements in place. 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. The weekly cleaning sheet was assessed for completion and scored to show improvement/ completion rates. This was an excellent new initiative which will allow the team to manage this area more robustly. There was an annual customer survey via the client, which included customer satisfaction, and a Moving Communities survey annually, also including specific customer satisfaction NPS scores. Customer feedback was given verbally, via email or Google reviews and was reported monthly to the client. There was a monthly "rectifications/ monitoring visit" by the client which focused on cleaning and maintenance. The report was used to inform changes to cleaning plans and inform training/ staff feedback.
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	The facility's last NPS score was 86.4% (Good/ Very Good) with an NPS score of 16.4, which was up on the previous year's 2.8. The average Google rating over the last 10 reviews was currently Good 4.2 which was showing an upwards trend. The Health and Safety audit scores for the facility had increased from 67% in 2021 to 79% in 2023.

## PEOPLE - Managing the Team

SECTION		BAND
Mystery Visit		Excellent
Plan		Excellent
Do		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	Do the team appear to be well-managed and carry out their duties and activities in a professional manner?	The staff in the gym, unfortunately, did not engage with me or offer me a tour when I popped into the area for a look after my swim.	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 to devise a system/ process to utilise the annual appraisal form for updating against targets discussed during 1-2-1s rather than a separate email. This could enable a permanent, ongoing record to be kept for the staff member robustly recording progress against what has been agreed upon and what has been delivered to date.	VG
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?	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 focus 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.	G
Measurement and Review	How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?	There appeared 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.	G

SECTION	QUESTION	STRENGTH
Mystery Visit	Do the team appear to be well-managed and carry out their duties and activities in a professional manner?	The staff encountered within the facility were generally all excellent and appeared to be enjoying their jobs which they carried out with diligence and enthusiasm from what I observed during the visit.  The receptionist and the lifeguard team in place on the pool were particularly proactive and interacted excellently and professionally with both each other and customers to assist and impart instruction. Changeovers on the pool were dealt with swiftly and professionally.  Although busy there appeared 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?	The pool was not crowded, well controlled by signage to separate fitness swimming from family groups and was a nice environment in which to enjoy my swim.  The professionalism shown by the lifeguard team made me confident in their abilities and safety. Even during a changeover at 12:45, the interaction was kept to a minimum and both team members kept their eyes on the pool at all times. Well done.
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 monthly, Ops team/ DM meetings weekly, 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 and a whiteboard was used in the team room for day-to-day messages.  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. Also with Les Mills to host workshops and CPDs.  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.
Do	How do you ensure that staff are qualified to national industry standards?	There were minimum criteria for staff to be employed at the facility in several roles including: - 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 - 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 an 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 General Manager then delivered monthly 1-2-1s with these core staff to review performance against objectives and targets. The outcomes of these meetings were sent via e-mail to the staff. Core staff were then expected to do their contracted staff and all 1-2-1s were recorded and sent via e-mail to staff. There were recorded quarterly assessments for Lifeguards and swim teachers. Casual staff were given a job chat on an as-and-when-needed basis.
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. Demographic data on the population was run at a corporate level to produce the business plan.
Measurement 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.
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. 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 received 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, 1-2-1s, via e-mail and through an SKLink suggestion scheme.

## OPERATIONS - Environmental Management

SECTION	BAND
Mystery Visit	Good
Plan	Very Good
Do	Very 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 a Display Energy Certificate (DEC) displayed and in date?		E
Mystery Visit	Are the environmental conditions acceptable?	The Pool Hall was very hot and humid which made for a fairly uncomfortable journey to and from the pool.  The shower water was unfortunately no better than tepid.	G
Mystery Visit	Can customers easily get to the facility without driving?	I was unable to find any information either within the facility or on the website around Green Travel, how to get to the facility by public transport or any promotion/ information encouraging users to use alternative methods of travel to visit the site.	G
Mystery Visit	Does the facility promote their environmental sustainability policies?	There was no information available to customers either at the facility or on the website promoting environmental policies and practices making it appear that environmental management was not a particularly high profile for the facility team.	S
Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?	There was no obvious information within the facility, either near the recycling bins or otherwise, to encourage people to recycle and what could be put in bins.  There were no items such as reusable water bottles available for purchase either in the gym or at reception.	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 at the facility. 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 were 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.	VG
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	Currently, the only method for quantitatively assessing performance regarding reducing the facility's overall carbon footprint appears to be through tracking the profit and loss accounts. This measure was therefore largely at the mercy of utility cost fluctuations. It may benefit the organisation to add further 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?	There was an up-to-date DEC displayed within the reception area with a rating of 88D.
Mystery Visit	Are the environmental conditions acceptable?	The general circulation areas, changing rooms, ancillary activity areas and gym temperatures were all fine and more than acceptable for the activities being held within them.  The building was generally well-lit, with the majority of lights working well in all areas and there was good use of natural light where possible, for example in the gym.  Areas such as the gym were air-conditioned and appeared to be set at a temperature comfortable for exercising.
Mystery Visit	Can customers easily get to the facility without driving?	It was reported that local buses stopped near the end of the driveway for the facility.  Bike racks were provided near the main entrance.
Mystery Visit	Does the facility promote their environmental sustainability policies?	There was a corporate commitment to the environment contained within generic policy information found at the facility and online.
Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?	There was a water filling station in the reception area to encourage people to use recyclable bottles.  There were recycling bins in place at the facility, in particular in the reception area by the vending machine.
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 (EMO) 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 SKDC 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?	Successful applications had been made to the swimming pool recovery phase two fund to deliver projects such as the installation of new pool covers and solar panels. In addition, the client had installed LED lighting on the 3g pitch and was installing new low-energy boilers.  There was a BMS system at the facility controlled by an external company Analytics 4 Energy who 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 A4E to make changes.  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 1-2-1s.

		The EMP was used as the "action" plan for the facility.
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 report by the General Manager.</p> <p>Utilities were recorded directly by Analytics 4 Energy and reports were sent directly to the client SKDC.</p> <p>Monthly calls were undertaken by the Contracts Manager and A4E around consumption and the detail from this was passed on by him to the facility teams through team meetings.</p> <p>Ryan Mayoh, the Contract Operations Manager, and the Contracts Manager regularly reviewed the EMOS to assess progress.</p>
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	<p>The profit and loss accounts for the facility had indicated that over the last few months energy usage had fallen compared to the previous year.</p> <p>The facility's DEC rating was, at 88D below the average typical score for a public building of 100D.</p>

## OPERATIONS - Compliance Declaration

SECTION			BAND
			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	<p>The passenger lift and overhead lift/ patient hoist had all last been examined and inspected on 10 August 2023 by Zurich, with a stated retest date of 9 August 2024 on the certificate. This however would fall outside of the HSE guidance (which can be found here - <a href="https://www.hse.gov.uk/work-equipment-machinery/thorough-examinations-lifting-equipment.htm">https://www.hse.gov.uk/work-equipment-machinery/thorough-examinations-lifting-equipment.htm</a>) that 'Unless there is an 'examination scheme' specifying other intervals, thorough examinations should be conducted every 6 months, for lifting equipment and any associated accessories used to lift people.'</p> <p>Evidence of a thorough examination and LOLER inspection should therefore be sent to the Quest office within 3 months of the date of this report.</p> <p>The Poolside Hoist was last examined and inspected in November 2023.</p> <p>The Passenger lift was last examined and Inspected in November 2023</p>	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 2 June 2023 by Sam Rogers Electricals and assessed as SATISFACTORY.	
All	Fixed Electrical Installation Inspection Certificate (Wet-Side)	Last inspected on 2 June 2023 by Sam Rogers Electricals and assessed as SATISFACTORY.	
All	Risk Assessments	<p>A variety of Risk Assessments were seen during the visit including:</p> <ul style="list-style-type: none"> <li>- Swimming Pool Moveable Floor last reviewed on 8 November 2023</li> <li>- Chemical storage and delivery (General) reviewed on 8 November 2023</li> <li>- Gym, last reviewed on 8 November 2023.</li> </ul>	
All	Fire Risk Assessment (Site-Specific)	Last fully assessed in February 2024 and assessed as TOLERABLE.	
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: <ul style="list-style-type: none"> <li>- Virocidal Concentrate was last reviewed on 14 January 2024</li> <li>- Nu-Walkway Grout Cleaner was last reviewed on 14 January 2024</li> <li>- Hydrochloric Acid was last reviewed on 14 January 2024.</li> </ul>	
All	Emergency Action Plan/Procedures	Last reviewed in November 2023.	
All	Emergency Lighting Test Certificate and Service Records	Last inspected on 18 October 2023 by Briggs & Forrester it was identified as SATISFACTORY.	
All	Fire Alarm Test Certificate and Service Records	Last inspected and serviced on 25 January 2024 by Briggs & Forrester.	
		<p>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.</p>	
All	Asbestos Survey/Register	Last assessed by Environmental Essentials on 2 to 4 June 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 8 July 2023.	
All	Legionella Risk Assessment	The last full external Legionella Risk Assessment was carried out by SafeCare on 12 May 2021.	

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 21 April 2023 by Briggs & Forrester.
All	Safeguarding	A safeguarding policy was in place and last reviewed in February 2023.

## COMMENT & CONVERSATION DETAILS

### COMMENTS 1

Type of Comment	Email - Social Media
Date	2023-12-05
Contact Details	Unknown
Contact	Query through Facebook/ Messenger
Reply Received	2023-12-05
Details of Response	Query regarding accessible parking and facilities at the facility.

### COMMENTS 2

Type of Comment	Face to Face
Contact Details	Receptionist
Details of Response	The female receptionist on duty was extremely pleasant and helpful in all my interactions with her. I was early for my swim but she politely explained to me where I could wait. Subsequent interactions were all carried out in a positive manner.

### COMMENTS 3

Type of Comment	Face to Face
Contact Details	Team member cleaning in the changing rooms
Details of Response	The team member was extremely helpful in explaining how the locker worked and where to go to the pool when asked.

### COMMENTS 4

Type of Comment	Face to Face
Contact Details	Reception (on entering)
Details of Response	On entering the facility the receptionist checked my details/ the booking details, explained where I had to go to change as it was my first time and explained how the lockers worked. She also explained I was slightly early but that I could wait in the café.

### COMMENTS 5

Type of Comment	Face to Face
Contact Details	Reception (second conversation)
Details of Response	Explained fully the membership options available. Unfortunately did not take my details for a callback regarding membership.

### COMMENTS 6

Type of Comment	Telephone
Date	2023-12-07 11:50
Number Dialed	01476 581930
Number of Rings	7
Answer	Answered
Response to Query	Calls were initially answered by an automated service which ultimately gave you an option to hold for a team member. A query regarding memberships was dealt with comprehensively and professionally giving good information in a friendly and positive way.

### COMMENTS 7

Type of Comment	Telephone
Date	2023-12-07 13:40
Number Dialed	01476 581930
Number of Rings	9
Answer	Answered
Response to Query	Calls were initially answered by an automated service which ultimately gave you an option to hold for a team member. A query regarding accessibility at the facility was dealt with comprehensively and professionally giving good information in a friendly and positive way.

### COMMENTS 8

Type of Comment	Telephone
Date	2023-12-07 16:55
Number Dialed	01476 581930
Number of Rings	3
Answer	Answered
Response to Query	Calls were initially answered by an automated service which ultimately gave you an option to hold for a team member. A query regarding children's swimming lessons was dealt with comprehensively and professionally giving good information in a friendly and positive way.

### COMMENTS 9

Type of Comment	Telephone
Date	2023-12-08 09:25
Number Dialed	01476 581930
Number of Rings	10
Answer	Answered
Response to Query	Calls were initially answered by an automated service which ultimately gave you an option to hold for a team member. A query regarding hire of equipment was dealt with comprehensively and professionally giving good information in a friendly and positive way.

## ACTION PLAN

SOURCE	SUB SOURCE	TASK / ACTION REQUIRED
Response	Tackling Inequalities (Activity Alliance)	<p>It was a little difficult at times to see whether a specific activity was delivered at the facility being looked at and it only became clear on occasion when you looked through the facility timetable, which meant a lot of clicking!</p> <p>There were no links to any social media channels, corporate or site-specific, on the website.</p> <p>I was able to locate a facility-specific Facebook page, however, it seemed to have been used rather sporadically recently before the first few days in December and posts were generally around service updates and offers, with limited inclusive information/ offers mentioned.</p> <p>There did not appear to be the ability for the user to make changes to the website, for example, to change the colour of the text, increase the size of the text or to change the language of the page.</p>
Response	Tackling Inequalities (Activity Alliance)	I could find no information on the website regarding specific activities/ programmes for groups such as lower socioeconomic groups, people returning from injury, culturally diverse communities, disabled people or socially excluded groups.
Response	Tackling Inequalities (Activity Alliance)	<p>There was no information regarding venue accessibility on the website.</p> <p>The accessible parking bays were extremely worn (see photo) and were not particularly well signed.</p>
Response	Customer Journey	There were no links to any social media channels, corporate or facility-specific, on the website.
Response	Managing the Team	It may be beneficial to devise a system/ process to utilise the annual appraisal form for updating against targets discussed during 1-2-1s rather than a separate email. This could enable a permanent, ongoing record to be kept for the 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>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 focus 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	Environmental Management	<p>It was reported that currently no meter readings were taken at the facility or recorded at the facility. 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 were 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	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 and NHS, 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 facilities' real impact on people's lives.</p>
Response	Tackling Inequalities (Activity Alliance)	There was good current delivery but ongoing engagement appeared limited at the moment. The team could possibly 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	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	Tackling Inequalities (Activity Alliance)	There seemed limited specific objectives and actions for the upcoming year in the business plan around exactly how the high-level aims outlined for tackling inequalities within the district were going to be delivered at the facility. Added to the absence of current specific facility-level plans this meant that the local-level approach was somewhat lacking. It may be beneficial for the team to ensure that there were specific KPIs, targets and objectives for facility-level plans to reflect the high-level aspirations and outline exactly how these would be achieved, measured and assessed for their impact.
Response	Operational Management	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, putting budgets/ costs to and identifying where this may appear in the financial budgeting.
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	Customer Journey	There was no environmental board that I was able to find and little in the way of customer feedback/ "You Said, We Did",
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	Compliance Declaration	<p>The passenger lift and overhead lift/ patient hoist had all last been examined and inspected on 10 August 2023 by Zurich, with a stated retest date of 9 August 2024 on the certificate. This however would fall outside of the HSE guidance (which can be found here - <a href="https://www.hse.gov.uk/work-equipment-machinery/thorough-examinations-lifting-equipment.htm">https://www.hse.gov.uk/work-equipment-machinery/thorough-examinations-lifting-equipment.htm</a>) that "Unless there is an 'examination scheme' specifying other intervals, thorough examinations should be conducted every 6 months, for lifting equipment and any associated accessories used to lift people."</p> <p>Evidence of a thorough examination and LOLER inspection should therefore be sent to the Quest office within 3 months of the date of this report.</p> <p>The Poolside Hoist was last examined and inspected in November 2023.</p> <p>The Passenger lift was last examined and Inspected in November 2023</p>
Response	Operational Management	The facility was of a good standard and it was clear the team was rightly very proud of the job they were doing in keeping the 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.
Response	Operational Management	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 fire doors in the school hall, the spectator seating and the general areas that need

		refurbishing within the facility and it was not clear where these items were picked up in the maintenance planning. These items 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.
Response	Operational Management	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.
Response	Operational Management	There was no evidence of either an in-depth or high-level cleaning annually planned programme and there was some evidence seen during the assessment and the mystery visit of items such as high-level dust. It may benefit the facility, especially due to the age/ size of the facility and the fact that the team are currently managing to keep relatively high standards of general cleanliness, for both in-depth and high-level cleaning plans to be introduced to ensure standards are kept high.  There was no corporate cleaning management procedure in place which had facility-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.
Response	Operational Management	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.
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 of.
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	The building was a fairly large facility it was clearly 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.
Response	Customer Journey	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.
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	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 the customer journey/ satisfaction qualitatively currently, and indeed used any feedback to inform improvement planning, due to the lack of ongoing customer service measures in place and any specific targets within the business plan. It may benefit the facility and its efforts 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)	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)	Unfortunately, since the last visit, the organisational Health and Wellbeing Manager who had led in this area across the contract had been made redundant. It was not fully clear what level of priority tackling inequalities was 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 organisation/ facilities and what resources it would be backed by.  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.  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.
Response	Tackling Inequalities (Activity Alliance)	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.  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. It could benefit the facility/ organisation to ensure this was considered at an early stage of development and either a specific plan developed, or perhaps included as part of the health and well-being plan, to ensure awareness of the programmes that were being delivered currently, and any future programmes developed, was as high a profile as possible to the communities they were being targeted at.  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	Managing the Team	There appeared 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	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 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.
Response	Environmental Management	Currently, the only method for quantitatively assessing performance regarding reducing the facility's overall carbon footprint appears to be through tracking the profit and loss accounts. This measure was therefore largely at the mercy of utility cost fluctuations. It may benefit the organisation to add further 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	Unfortunately, the staff in the fitness gym did not engage with me when I entered the area to have a look around. They appeared to be sitting in a back room and although both glanced at me they did not attempt to see if I needed help or to offer to show me around.
Response	Customer Journey	Unfortunately, the receptionist did not take my details for me to receive a call back regarding a possible membership.
Response	Customer Journey	I was not asked to complete any forms, for my details or if I wanted to upgrade my pay-as-you-go to a monthly membership when I enquired about memberships.
Response	Operational Management	Although there were no major items of repair noted/ visible there were several items of "minor" repairs seen which detracted from the overall customer experience somewhat. These included (see photos): - Ceiling tiles stained, missing and broken in places throughout the facility, which also poses a fire risk hazard - A set of fire doors in the main pool hall badly corroded

		<ul style="list-style-type: none"> <li>- A number of the seats in the sports hall viewing gallery damaged</li> <li>- Signs of corrosion in areas such as cubicle bases and at the bottom of pillars in the wet side changing areas.</li> </ul> <p>Out-of-order signage was in place however it gave no details of when the damage occurred, what was faulty and when it may be resolved for customer information (see photo).</p>
Response	Operational Management	Although generally housekeeping was good there were some issues noted. Some of the consumable furniture in the toilets was damaged or missing (see photo) and a couple of doors marked "Staff Only" were left unlocked despite the presence of locks. One of these was marked "Caution Chemical Store" (see photo) and it was therefore not ideal that anyone could access this area.
Response	Operational Management	Although relatively plentiful around the facility the changing areas were reflecting their age and these customer-critical areas looked like they could do with a refresh and general refurbishment.
Response	Operational Management	<p>There were significant areas where cleanliness was an issue (see photos) and these included:</p> <ul style="list-style-type: none"> <li>- Areas of high-level dust such as girders/ ledges within the pool halls and the sports hall and air handling vents</li> <li>- Wearing and ingrained dirt/ limescale in toilet areas, changing areas and on panels within the wet side changing rooms</li> <li>- Wear and ingrained dirt in some carpets around the facility.</li> </ul>
Response	Operational Management	The current resale offer did not appear to include dry side items such as gym-related clothing or larger items such as racquets.
Response	Managing the Team	The staff in the gym, unfortunately, did not engage with me or offer me a tour when I popped into the area for a look after my swim.
Response	Environmental Management	<p>The Pool Hall was very hot and humid which made for a fairly uncomfortable journey to and from the pool.</p> <p>The shower water was unfortunately no better than tepid.</p>
Response	Environmental Management	I was unable to find any information either within the facility or on the website around Green Travel, how to get to the facility by public transport or any promotion/ information encouraging users to use alternative methods of travel to visit the site.
Response	Environmental Management	There was no information available to customers either at the facility or on the website promoting environmental policies and practices making it appear that environmental management was not a particularly high profile for the facility team.
Response	Environmental Management	<p>There was no obvious information within the facility, either near the recycling bins or otherwise, to encourage people to recycle and what could be put in bins.</p> <p>There were no items such as reusable water bottles available for purchase either in the gym or at reception.</p>