



# Quest Assessment Report

**LEISURE SK  
STAMFORD LEISURE POOL**

ASSESSMENT TYPE: Quest (2023)

MV DATE & TIME: 09th December 2023 12:05

ASSESSOR: Phil Lown

ASSESSOR DATE: 01st February 2024

## OVERALL ASSESSMENT SUMMARY

ASSESSMENT TYPE

OVERALL

QUEST (2023)

GOOD

## EXECUTIVE SUMMARY

### STRENGTHS

#### MYSTERY VISIT:

Interactions with members of the staff team were generally positive, with several other customers noted enjoying the same experience.

Telephone calls placed to the centre were answered swiftly, with members of the team providing good responses to the majority of enquiries made.

The centre's Facebook page enjoyed strong follower numbers, with varied, well-presented posts generally securing good levels of interaction.

Information at the facility was well-presented, with noticeboards containing a strong mixture of relevant, up-to-date, centre programmes and community-based material.

The staff team had engaged with Xmas, with decorations and festive-related information providing a real yuletide feel within the centre.

Staffing provision appeared sufficient to meet programme commitments and customer demand.

Environmental conditions were conducive to a thoroughly enjoyable workout.

#### ASSESSMENT:

There were clear aims and objectives within the 2023/ 2024 SK Leisure Business plan currently still in place, for example, to "develop a health and wellbeing plan" and "reduce social isolation", and evidence that the plan contained some specific KPIs building on the previous year's successes, for example, the launch of specialist population classes across the contract. It had been identified that Stamford, being a fairly affluent area with an older population, suffered specific social isolation issues so it had been the focus of developing programmes such as Wellbeing Walks and increased Aqua fit/ Senior Swim sessions at Stamford Leisure Centre.

The facility had a good range of equipment that was suitable for target groups, for example, a range of hydro bikes and boxing poles/ bags for use in the pool. This was an excellent solution both to the lack of another dry side exercise space at the facility and also to provide low-impact exercise options to the identified target groups in the locality, in particular older people.

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 General Manager explained that in the last year, the programme had been extensively reviewed and several additional classes added to the aqua fitness programme. These included the addition of three new Aqua Fit classes, an Aqua Aerobics class and a new Aqua Yoga session. This has also been assisted by the recruitment of a multi-skilled instructor and an appreciation that without a studio having a range of aquatic fitness classes was vital for the facilities business.

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.

Currently, the facility manager and staff are very focused on maintaining a clean and hygienic facility within the resources that they have. Given the age of the building and the constraints that they were working under regarding staffing resources they were doing a great job, as evidenced by the MV general comments, and should be commended.

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.

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.

Successful applications had been made to the swimming pool recovery phase one fund to deliver projects such as the installation of a new low-energy boiler and the installation of LED lights on poolsides/ changing rooms. Further phase 2 bids were currently being considered for pool covers.

It was pleasing to see that since the last visit, the team had arranged for a new DEC to be carried out at the facility. This was on display and will allow them to track improvements they make going forward.

### AREAS FOR IMPROVEMENT

#### MYSTERY VISIT:

The centre's website and social media platforms were not particularly quality-inclusive, with little in the way of either assistance tools or information provided.

Despite commitments within the parent group's mission statement to the contrary, there appeared to be little programme provision for older or inclusive needs customers.

Along with two other facilities, the centre is featured within the parent group X (formerly Twitter) account. Only two posts had been made in the last 13 months, and it was perhaps unsurprising to note less than 100 followers.

Despite the centre website actively promoting free taster sessions, the staff member who greeted me was unaware of this, subsequently waving me through without recording my details or asking if I required an induction.

Whilst customers were encouraged to provide feedback, there was little evidence either experienced or noted that backed up that it was either responded to or considered.

Environmentally related information both at the facility and online was scarce, with little evidence of the centre's green commitment to reducing its carbon footprint and encouraging its customers to assist in that.

Changing rooms, toilets and fitness gym facilities were quite tired and dated, with online customer reviews appearing to support that view.

Many of the maintenance issues noted were of a quick-win resolution nature.

#### ASSESSMENT:

There seemed limited awareness and access to the business and health and well-being planning processes that it was stated by the team were currently occurring in the business. Added to the absence of a current facility-level plan this meant that the local-level approach was somewhat lacking. It would be beneficial for the team to ensure that as soon as they have sight of any new organisational KPIs, targets and objectives they develop their site-level plans reflecting these.

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.

Engagement with local partners was limited at the moment. The team could benefit from a full review of exactly what their target markets were, who may work with these groups in the local community and what benefit may be gained in developing robust relationships with some of these groups to co-develop sessions informed by their contacts/ clientele.

It may benefit the team to work with some of the partners they have access to, for example, the Local Public Health Team, to devise robust methods to specifically measure and be able to track community-level changes in health improvements and activity levels in any target groups that are identified as relevant for the facility. This could enable a more robust picture of how the work the team are delivering was affecting the locality, its physical activity levels and the organisation's penetration into the market. 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.

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.

During last year's visit, the General Manager outlined a process that he was currently going through to develop a larger gym at the facility. This had not so far however sadly been progressed and it seemed that other "planned" wishes such as a refurbishment of the changing rooms and the installation of some steps into the pool were still "stuck" in the system. It appeared that the facility management team may still not have had too much influence over the longer-term planning of replacement or refurbishment of the facility, or indeed if there was a "master plan" in place, and it may be of benefit for the facility staff to be more involved in some of the conversations to ensure prioritisation of work was customer/ facility led in the development of any such document/ plans.

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

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

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

There was no way for the facility to use even basic methods to show the impact it was making in reducing its carbon footprint, without even access to monthly usage reports. It may benefit the organisation to add measures against a set of robust KPIs, reflecting the aspirations in this area outlined in the SKLeisure business plan, within the facility's risk reduction/ service improvement plan (SIP) or any newly developed environmental plan so that the impact of any efforts it may be making can be robustly measured and reviewed going forwards.

## 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	Good
OPERATIONS	Operational Management	Good
PEOPLE	Managing the Team	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	Satisfactory
Impact and Outcomes	Satisfactory

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	Despite undertaking a thorough search of the centre's website, I was unable to find any platforms or links within it to aid customers with either visual or hearing impairments, such as adjustable text font size, adjustable background colours, or voice-read text.  Despite the website promoting the Leisure SK mission values of activity and wellness for all, I was unable to find any reference within it to either inclusive user sessions or facility adaptations.  Whilst the website provided programme details, there was very little in the way of additional information relating to the sessions advised.  The Leisure SK Group X (formerly Twitter) account had less than 100 followers, with only two posts made within the last 13 months.	G
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	Although large parts of the programme were aimed at younger users, family and baby-changing facilities were very limited.  Despite promoting a balanced programme for all within their mission statement, the centre offered little in the way of session provision for older customers or those with disabilities.  Aligned to that I was unable to note a senior's membership option or means-tested linked pricing.	G
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	I was unable to find any information either within the centre's website or social media accounts that advised customers of the facilities or adaptations in place for inclusive users.	VG
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	There seemed limited awareness and access to the business and health and well-being planning processes that it was stated by the team were currently occurring in the business. Added to the absence of a current facility-level plan this meant that the local-level approach was somewhat lacking. It would be beneficial for the team to ensure that as soon as they have sight of any new organisational KPIs, targets and objectives they develop their site-level plans reflecting these.	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?	Unfortunately, since the last visit, the organisational Health and Wellbeing Manager who had led on this area across the contract had been made redundant and it was not now fully clear what level of priority tackling inequalities held within the business. It would be helpful to have some clarity, potentially outlined in the new business plan being developed, of how exactly this area of work was being embedded within the organisations/ facilities and what resources it would be backed by.  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.	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 required to be able to deliver the outcomes stated for any target groups identified.	VG
Measurement and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	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. The team were also not sure who exactly was/ would be feeding this information into the development process. It could benefit the facility/ organisation to ensure this was considered at this early stage of development and either develop a specific plan, or perhaps include it as part of the health and well-being plan, to ensure awareness of the programmes that were being delivered, currently, and any future programmes was as high as possible to the community/ identified target groups.  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.	S
Measurement and Review	Can you demonstrate that you have proactively engaged with partners to develop, improve and deliver effective services to tackle inequalities?	Engagement was limited at the moment. The team could benefit from a full review of exactly what their target markets were, who may work with these groups in the local community and what benefit may be gained in developing robust relationships with some of these groups to co-develop sessions informed by their contacts/ clientele.	S
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	It may benefit the team to work with some of the partners they have access to, for example, the local Public Health Team, to devise robust methods to specifically measure and be able to track community-level changes in health improvements and activity levels in any target groups that are identified as relevant for the facility. This could enable a more robust picture of how the work the team are delivering was affecting the locality, its physical activity levels and the organisation's penetration into the market.  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.  The facility could benefit from showcasing customer testimonials on social media and website pages to help generate awareness of and benefits of using the facility. This could support the marketing to several user groups in a manner that related to the residents and was not just seen as a commercial advertisement. It could also help showcase the real impact the facilities have on people's lives.	S

SECTION	QUESTION	STRENGTH
Mystery Visit	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	The website provided customers with the ability to filter activities by category, making it easier for people with cognitive or learning disabilities to find the activities they are interested in.  High-resolution images within the centre's website and social media accounts were reflective of the local community.  Customers were provided with the option to book and pay for activities online.  Content within the centre's Facebook account was varied, with reasonable levels of engagement noted. I was particularly impressed with the Men's Mental Health Day post.
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	As a leisure-based pool, it was little surprise that the centre had a strong programme of sessions aimed at younger users and families, such as Toddler Splash, Family Splash and Holiday Courses, whilst a comprehensive swim lesson programme was also offered.  Concessionary pricing was in place, including Junior Gym membership for those aged 11-15 which included unlimited pool access as well.
Mystery Visit	Has the facility considered and communicated venue	Entry into the pool was accessible from the deck-level beach area, with those with mobility scooters also being allowed access onto the poolside.

	accessibility to the customers?	Disabled changing and toilet facilities were noted, along with automated doors, a low-level counter, and disabled parking in the immediate proximity to the main entrance.  Basic accessible user information was provided within the centre, whilst a useful frequently asked questions section was found within the centre's website.
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	<p>There were clear aims and objectives within the 2023/ 2024 SK Leisure Business plan currently still in place, for example, to "develop a health and wellbeing plan" and "reduce social isolation", and evidence that the plan contained some specific KPIs building on the previous year's successes, for example, the launch of specialist population classes across the contract.</p> <p>The business plan was developed utilising tools such as SWOT, Public Health data/ information and Sport England demographic data and taking into account partners' aims and objectives, such as South Kesteven District Councils (SKDC) Sport and Physical Activity Strategy.</p> <p>It had been identified that Stamford, being a fairly affluent area with an older population, suffered specific social isolation issues so it had been the focus of developing programmes such as Wellbeing Walks and increased Aqua fit/ Senior Swim sessions at Stamford Leisure Centre.</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 it understand how it could be used 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, a range of hydro bikes and boxing poles/ bags for use in the pool. This was an excellent solution both to the lack of another dry side exercise space at the facility and to provide low-impact exercise options to the identified target groups in the locality, in particular older people.</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 and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	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.
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 evidence that some local partners were engaged to develop local programmes in, and pathways to, the facility including the MindSpace charity, the Stamford Health Education Charity community organisation and the Co-Op, delivering Health Walks.
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	GP Referral was being successfully delivered in the area and was reported as gradually increasing its numbers at the facility.

## PEOPLE - Customer Journey

SECTION			BAND
Mystery Visit			Good
Plan			Very Good
Do			Satisfactory
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	Was the interaction with the team positive and enthusiastic?		E
Mystery Visit	Were the team knowledgeable and informative?	Unfortunately, my initial impression of the team wasn't a good one. The staff team member based on reception was unaware that the centre openly promoted free day passes, and having checked with a colleague that they did, he simply waved me through, not taking any details and assuming that I knew where I was going.	G
Mystery Visit	Are enquiries and feedback made via the website or social media positively dealt with?	I issued two e-mails to the centre, however despite 7 and 10 days having passed respectively, I had yet to receive a response to either.  Despite openly encouraging customers to provide their views on the centre's website and within policies, I failed to note a dedicated customer feedback information point within the centre. As such, I was unable to note evidence of previous customer comments along with the centre's responses to them, or customer survey information aimed at improving service standards.  Whilst there was a 'customer review' section within the centre's website, the comments within it related to all the centres within the leisure group as opposed to just Stamford, and it was unclear within the majority of them as to which centre they related. In addition to that, all comments were of a complimentary nature, as opposed to a mixture of compliments and suggestions for improvement, with the centre's subsequent responses to the latter.	S
Mystery Visit	Are enquiries made by telephone positively dealt with?	The team member who took my Aqua Class call did not promote the benefits of membership.  There appeared to be an Inconsistent approach to greetings, with some of the team confirming their name and the name of the centre, others just confirming the name of the centre and another just the name of the leisure group.  Unfortunately, my Senior Swim enquiry, was very poorly handled. The greeting was hurried and abrupt, with a distinct lack of knowledge evident. In addition to that the team member that took my Adult Swim Lesson enquiry seemed quite vague and failed to provide any cost information.	VG
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	The centre is featured within a Leisure SK group X (formerly Twitter) account along with two other facilities. Unfortunately, a follower level of just 93 appeared to align with the fact that only two posts had been made within the last 13 months, with the last of those back in March.	G
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	A staff team information board was presented within reception; however, most of the sleeves were empty, with many of those on duty on the day of our visit not included in it.	VG
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?	The day prior to our visit, I noted a large promotional offer on the website promoting complementary one-day passes. On the back of that, I mentioned this within a call that I placed to the centre the same day, with it being confirmed that upon providing my contact details and waiving the need for an induction, I could secure free access to either the fitness gym or pool.  Having advised this to the team member based on reception upon our arrival, it was clear that he was unaware of the offer and he advised that he'd need to check with a colleague. On the back of doing that, he returned to reception and advised me to simply go through. He assumed that I knew where I was going and made no effort to take my details.  Upon leaving the centre there were two members of the team in reception, however none of them asked me how my visit had gone or asked for my details.	U/S
Mystery Visit	Are team members well-presented and visible?	Despite various cleaning issues being noted, over the course of the visit, we failed to note any of the staff team patrolling, inspecting, or undertaking cleaning duties. This was surprising given the number of staff on duty.	VG
Plan	How do you plan to ensure that all customer's expectations are met?	There was no customer charter displayed or any evidence of what level of customer service should be expected to be received at the facility. This 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?	It may be beneficial to both the business and customer satisfaction to deliver the sales and customer journey training to all staff at the facility as customers are most likely to interact with them and the more knowledgeable and helpful they are the better the overall experience for the customer will be.  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.	S
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?	The building was looking tired and potentially looked like it was suffering from a lack of investment, for example, basic refurbishment/ redecoration. A plan of modernisation/ refurbishment, clearly outlined, with potential timelines and communicated to customers and staff, may benefit the facility going forward and may help allay some of the current speculation/ complaints the team were having to deal with regarding facilities within the site, such as the slide and the wave machine.	G
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?	Consideration could be given to having a more high profile customer feedback board, or even something such as a whiteboard which was updated daily in the reception area, to highlight to customers a range of information, for example, any faults that had been identified that day, any upcoming improvement plans, specific promotions, recent customer feedback, and environmental information such as the latest usage information. Having such a resource could prove valuable as it could pre-empt customer feedback/ questions and it could help to show that the team was proactive in managing the facility.	G
Measurement, Monitoring and Review	How does the organisation measure, monitor and review the effectiveness of your customer journey?	It was hard to assess how the facility reviewed this area currently, and indeed used feedback to inform improvement planning, due to the lack of customer service measures in place and any form of business plan. It may benefit the team, and its efforts in this area, to have a clear process of how it uses information to review its progress.  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.	G
Impact and Outcomes	Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?	It is currently difficult for the facility to comprehensively show the impact of the team's work due to the lack of a planned approach and measurement. Information that is collected seems to be measured month to month or accessed on an ad hoc basis when required, rather than using data to show impact over the longer term. This may be something the facility could benefit from considering reviewing and building up a good picture of their performance over time and their direction of travel.	G
SECTION	QUESTION	STRENGTH	
Mystery Visit	Was the interaction with the team positive and enthusiastic?	My wife thoroughly enjoyed her conversation with the staff team member who dealt with her Family Splash enquiry. She found her to be warm, friendly and informative as well as having a very good sense of humour.  Likewise, I found the male that I spoke to about general swimming to be warm, engaging, and genuinely keen to assist.  Various members of the team were observed engaging in positive conversation with various other users across the duration of the visit.	
Mystery	Were the team knowledgeable	I found the staff team member that I liaised with on fitness class provision, to be honest, informative, and helpful. He accepted that both the fitness gym and class programme were quite limited,	

Visit	and informative?	however, he was quick to provide details on a nearby site within the same parent group where members could enjoy dry and wet-based classes as well as a larger fitness gym.
Mystery Visit	Are enquiries and feedback made via the website or social media positively dealt with?	The centre's website carried a dedicated 'customer reviews' section with several comments provided.  In addition to that customers were encouraged to provide feedback relating to specific centres within the parent group through a user-friendly portal.
Mystery Visit	Are enquiries made by telephone positively dealt with?	All calls placed to the centre were answered within nine rings or less.  Additional detail around membership being a better option was provided to my casual fitness gym usage enquiry.  Good detail was also provided in response to my calls on Toddler Splash, Aqua Class, and Senior Swim sessions.
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	The centre's Facebook account enjoyed an impressive 2.6K followers, with posts bright, varied and quite regular. Xmas-associated cheer appeared prevalent within more recent posts, whilst I noted reasonable levels of customer engagement with most posts.
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	Centre policies, procedures and rules were displayed within reception and changing room areas, whilst information relating to fitness gym and pool usage codes of conduct was noted within appropriate locations.  Noticeboards containing a good mixture of centre and community-based information were noted in various locations throughout the centre. These were well managed and appropriately located, with a correctly affixed promotional banner observed externally.  The staff team had clearly embraced the festive season, with the various decorations and fixtures providing a lovely warm, community yuletide feel to the centre.
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?	
Mystery Visit	Are team members well-presented and visible?	All members of the team were smartly dressed in clean, appropriately sized corporate uniforms.  Staff presence within the Family Splash session was most noticeable, with members of the team regularly engaging with customers.
Plan	How do you plan to ensure that all customer's expectations are met?	Training, based on a Gym Sales and Prospects document was delivered to front-of-house staff and duty managers. This document covered areas such as leads, lead processing, cancellations, and new member calls.  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?	Customer care and dealing with customers were reported as covered within the induction process.  Due to the relatively small size of the facility, there was good evidence that team members were required to be multiskilled and there was evidence of ongoing staff development.
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?	There was a specific Duty Manager who oversaw the customer experience/ journey and sales areas, acting as retention and sales manager. This was in addition to the reception staff who were trained to deliver sales. This appeared to be a fairly well-resourced area of the business.  Customers could book and pay for activities via the facility's website and app.  The General Manager explained that in the last year, the programme had been extensively reviewed and several additional classes added to the aqua fitness programme. These included the addition of three new Aqua Fit classes, an Aqua Aerobics class and a new Aqua Yoga session. This has also been assisted by the recruitment of a multi-skilled instructor and an appreciation that without a studio having a range of aquatic fitness classes was vital for the facilities business.
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 and directly when there were communications regarding things such as the annual survey.
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.  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?	Usage had increased year on year in December from 5870 in 2022 to 8746 in 2023.  Fitness usage had increased by around 19% over the past year and the swim school around the same.

## OPERATIONS - Operational Management

SECTION		BAND
Mystery Visit		Good
Plan		Good
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	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>The car park was littered with small potholes, whilst demarcation lines in many places appeared to be in need of re-painting.</p> <p>A noticeable and unsightly blue section of the wall was at odds with the rest of the décor within the fitness gym, clearly having been previously covered by a large fitting. In addition to that, an area of differently coloured wall was noted within the same area of the centre underneath a speaker, whilst sections of skirting were multi-coloured.</p> <p>Three repair patches were noted within the fitness gym ceiling, whilst four raw plugs were seen within the same facility, presumably where a noticeboard had once been located.</p> <p>Painting had been attempted within toilets adjacent to the fitness gym; however, it appeared that this had not been carried out by professionals given the noticeable level of paint found on fittings and ceiling tiles.</p> <p>One of the changing bench legs within the male changing room was embalmed in hazard tape. In addition to that many of the other bench legs were pockmarked with rust and appeared to be in need of a good wire brush and a re-paint.</p> <p>Several holes from former fittings were noted within the changing rooms, whilst various quite basic tile repairs had been attempted within the same facility and on the poolside.</p>	G
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	<p>A fire exit door at the end of the corridor leading to the fitness gym was found wide open. Given that this led directly to the car park and was out of the sight line of both the reception desk and pool, it would have been very easy for someone to have gained access to the fitness gym. When added to the fact that the reception desk was often unstaffed, it looked like it would have been very easy for someone gaining access through it to have made their way to and from the changing rooms with little fear of being challenged.</p> <p>Details of where to assemble in instances of fire or emergency were handwritten on a sign located in reception.</p>	VG
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	<p>Changing room capacity, in particular cubicle provision was quite limited. Given that it was a leisure pool with a seemingly strong swim scheme programme in situ, capacity would almost certainly have been tested at certain times, given that it appeared to be stretched when we visited at what was one of the quieter times of the year.</p> <p>Quite low-scoring Google and Facebook review scores and associated comments seemed to back this up.</p> <p>Whilst few maintenance issues were noted, changing rooms and toilets were quite tired and dated.</p>	G
Mystery Visit	Is the facility clean?	<p>High-level cleaning within the fitness gym was poor, with quite noticeable levels of dust and cobwebs noted on the ceiling, walls, girders and speakers. In addition to that the floor was quite dirty, with items of litter also noted.</p> <p>The floor within the reception area was quite dirty and in need of a good vacuum or brush. In addition to that, floor areas within both changing rooms were quite dirty.</p> <p>Throughout the visit, none of the team were observed undertaking cleaning duties.</p>	G
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	<p>One of the three vending machines within reception was out of order.</p> <p>Despite having a fitness gym, the range of retail items was limited to pool usage.</p>	VG
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	<p>During last year's visit, the General Manager outlined a process that he was currently going through to develop a larger gym at the facility. This had not so far however sadly been progressed and it seemed that other "planned" wishes such as a refurbishment of the changing rooms and the installation of some steps into the pool were still "stuck" in the system. It appeared that the facility management team may still not have had too much influence over the longer-term planning of replacement or refurbishment of the facility, or indeed if there was a "master plan" in place, and it may be of benefit for the facility staff to be more involved in some of the conversations to ensure prioritisation of work was customer/ facility led in the development of any such document/ plans.</p>	G
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	<p>There appeared to be no longer-term budgets allocated for larger items and there was evidence that some things had been out of action for long periods, for example, the redecoration of the gym from the moving of the old air conditioning unit was still outstanding from the previous year's visit and the wave machine still didn't work. It could be beneficial to ensure a more robust overview was kept on the fault log to ensure items were completed promptly or at least tracked for how long they had been outstanding so when funds were suggested for projects at the facility representation could be made to complete some of the outstanding jobs additionally.</p>	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 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 of the facility and the fact that they 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 site-specific details on cleaning requirements, including work instructions. This is something that the team may consider putting in place and linking with any customer standards they may want to display.</p>	G
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)	<p>It appeared that much of the training carried out at present in this area was peer-to-peer learning from other staff. It may be useful to develop a corporate staff cleaning manual to become a comprehensive best practice cleaning guide that contains photos, and videos if practicable, of the processes and expected standards required at the facility by the staff. The team could then be trained with this document, have a clear understanding of what standards were being looked for and be measured against these when the DfM checks were carried out.</p>	VG
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	<p>There still did not appear to be any current small replacement or repair/ refurbishment planning, for example, redecoration of all areas and refurbishment of tired areas, and even the ability for the team to spend up to £1,000 on minor repairs had been temporarily rescinded. This has made keeping on top of the general maintenance and cleanliness items needed more of a challenge. It may be beneficial for the team to draw up, and put budgets/ costs to, the items they think are required despite the current constraints ready for when there is more flexibility to consider these items.</p> <p>Although some items of investment had been identified, for example, there was a plan to repair the wave machine in the next financial year, staff reported that given current staff levels and constraints on recruitment they will not be able to run these sessions in all likelihood should it get repaired. It may be beneficial for the planning for expenditure for the facility to be looked at in a "holistic" way to ensure funds were invested efficiently.</p>	S
Measurement, Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	<p>It appeared that customer satisfaction was only currently monitored quantitatively annually and it may benefit the facility to consider introducing ways of tracking this on a more regular basis. It could be beneficial for a robust and clear plan to be put together as to how cleanliness and hygiene were going to be measured, which included customer feedback, audits, internal reviews of systems/ processes and daily DM/ management team inspections/ checks to ensure this vital area is fully kept on top of.</p>	G
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	<p>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.</p>	G

SECTION	QUESTION	STRENGTH
Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>Despite the centre having long since celebrated its 30th birthday, it appeared to be in a good state of repair with relatively few issues noted.</p> <p>Floors, ceilings, and windows were found to be in a generally reasonable state of repair, whilst fixtures and fittings in place were to a good standard, with nothing observed that required either repair or replacement.</p> <p>Pool-based equipment appeared to be in a good state of repair, with adequate provision in place to meet the needs of the programme. Whilst it was dated, all the fitness gym equipment was tested and found to be in working order.</p>

		All the lights observed were in full working order, whilst external shrubbery, grass areas, and hedges were generally well maintained.
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	Various storage, cleaning, chemical, and staff-only areas were tested and found to be safely secured. In addition to that, an external waste compound to the side of the centre was securely locked.  All pool-based equipment not in use was neatly stored away, whilst all the free weights within the fitness gym were appropriately racked.  Fire assembly and evacuation notices observed were appropriately detailed, with the fire assembly point noted within the car park.
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	A strong provision of lockers was well maintained, with all found to be in working order.  Baby change and disabled changing provision were in place, well maintained, and appropriately signed.
Mystery Visit	Is the facility clean?	The reception area was neat, tidy, and well-presented with high-level surfaces clean and free of clutter.  Two lockers were tested within each of the changing rooms, and all were found to be clean and litter-free.  The poolside surface areas observed were clean, as were the tables and chairs located at the near end. In addition to that, toilet facilities adjacent to the fitness gym were clean and smelt fresh.  Signage within the changing room and toilet areas advised that they were regularly checked.
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	A small range of pool-based goods for sale were located within the reception area.  Despite one of them not being operational, all three vending machines were fully stocked.
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	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.  There was a good overview of statutorily required maintenance at the facility with site-specific records and an overview matrix.  It was reported that there was regular planning in place regarding the ongoing maintenance of the site with the client, which included monthly M&E meetings, quarterly client/ Contract Manager meetings and SKLeisure Board meetings discussing the prioritisation of work required. Over the last year, this has resulted in the replacement of items such as boilers, lighting systems and the heating system in the building.
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	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 Kadee Chester, the General Manager and Ryan Mayoh, the Contract Operations Manager, through a comprehensive matrix schedule.  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.  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 additional items were added to these 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?	Currently, the facility manager and staff are very focused on maintaining a clean and hygienic facility within the resources that they have. Given the age of the building and the constraints that they were working under regarding staffing resources they were doing a great job, as evidenced by the MV general comments, and should be commended.
Measurement Monitoring 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.  There was an annual customer survey via the client, which included customer satisfaction, and a Moving Communities survey annually, also including specific customer satisfaction scores.  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?	As mentioned elsewhere in this report key quantitative metrics used to measure success such as general usage, fitness usage and swim school membership had all increased year on year from 2022 to 2023.  The facility's score in the last Health and Safety audit, held in November 2023, had increased by 5% from 80% to 85%.

## PEOPLE - Managing the Team

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Do the team appear to be well-managed and carry out their duties and activities in a professional manner?	Due to a combination of behaviours, interaction, and none of the staff team wearing name badges, neither my wife nor I were able to determine who the Duty Manager was.  At one point during the visit, a male with a small child entered the poolside and stripped down to his underpants as he'd chosen to bring their belongings onto the poolside as opposed to using the lockers. This was noted by my wife and several members of the public, however, despite a member of the staff team passing by a matter of seconds later, nothing was mentioned to the male.  Despite seemingly strong levels of staffing, the reception desk was frequently left unstaffed.	G
Mystery Visit	Did the activity that you took part in feel safe and enjoyable?	I was able to use the fitness gym without being asked for my details or if I required an induction.  At no point during my fitness gym usage did a member of the team check the fitness gym, despite there being several staff on duty.	VG
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 of benefit for at least core staff to have an annual recorded formal appraisal, perhaps once the annual business/ improvement plan has been finalised, to set their annual objectives. This could then assist with recording ongoing 1-2-1 progress through the year and ensure the process was SMART, had a timeframe set upon it and was consistent.	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?	It was not clear how often demographic data was run and reviewed at a facility level as this had previously been carried out through the Health and Wellbeing Manager's work. It may benefit the facility management team to run this data themselves at least annually going forward to help inform business planning and review.  There was no evidence that demographic profiling of staff was carried out and thus it was not possible to understand if the staff reflected the local community. It may benefit facility management to run this report regularly to understand the make-up of their staff and to inform any actions that they may wish to take.  Although there was evidence that some staff were potentially reflective of the served community it was not clear if this was by design or a "happy coincidence". It may benefit particularly any future work that the facility and the organisation 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.	S
Measurement and Review	How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?	There were not currently any clear ways in which the facility/ organisation measured the well-being and satisfaction of the workforce and thus it was certainly something that the management team/ corporate team may consider looking at. In addition to a simple, regular staff survey, including satisfaction and well-being questions, other data/ indices may be considered to assess on an ongoing basis the potential well-being/ satisfaction of staff including tracking staff absences/ sickness, length of sickness and staff retention/ turnover.	U/S
Measurement and Review	How do you measure, monitor and review the professional development and performance of your staff and volunteers?	There may be some benefit to tracking internal promotion and monitoring progression rates within the team, and even developing staff case studies around team members who have successfully progressed, and publishing these internally to act as an incentive for other staff to engage with development opportunities.	VG
Impact and Outcomes	Can you demonstrate that leaders promote innovation, creativity, and enterprise and develop high morale?	The team may consider ensuring they have a record of any activities/ processes that were put in place to promote creativity, enterprise and innovation within the team so they could, in the future, evidence the impacts of team engagement over time using both quantitative and qualitative data, including perhaps testimonials and case studies from the staff themselves.	VG

SECTION	QUESTION	STRENGTH
Mystery Visit	Do the team appear to be well-managed and carry out their duties and activities in a professional manner?	Our personal interactions with members of the team were generally positive, with other customers observed enjoying similar.  Lifeguarding was to a high standard, with good levels of observation noted throughout. In addition, pool changeovers were undertaken quickly and professionally.  There was a sufficient provision of staff on duty to deliver the centre programme and meet the needs of customers.
Mystery Visit	Did the activity that you took part in feel safe and enjoyable?	Although the range of fitness gym equipment was quite limited, it was all functional and in full working order.  Although I had to find it for myself, I was able to change in private and utilise a locker for my personal possessions.  Both my wife and I were able to ask questions of the team relating to the programme, with informed answers provided to each.  The air conditioning within the fitness gym was conducive to a strong workout.  Following my gym session, the showers were tested and found to be operational and clean, with water temperature appropriate.
Plan	How do you plan to communicate with your staff to ensure that they remain well-informed?	There were a range of meetings held including manager meetings fortnightly, Swim Teachers meetings quarterly and Lifeguard meetings monthly. Minutes were sampled from all meetings held and they indicated that a range of information including performance, upcoming issues and customer feedback was covered.  Six monthly whole team meetings were held at which training was delivered and the opportunity was taken to also feedback on items at these sessions.  SKLink was used to circulate minutes and any further information needed to be sent to staff between briefings.  There were a variety of WhatsApp groups used for differing teams to help communications.
Plan	How do you plan to deliver training and development for your staff and volunteers?	A matrix had been developed on SKlink which identified the training required for all staff roles within the organisation and the knowledge/policies that they were required to be updated on. These had been allocated and staff were currently working through the completion of these.  The facility worked with external organisations such as Swim England, with their Swim Academy training swim teachers, and LifeTime, on an apprenticeship programme to develop their current staff and also future potential employees.

		<p>There was evidence that some of the team at the facility had been cross-skilled to be able to deliver a range of roles within the facility, for example, lifeguards who had trained to become swim teachers and receptionists who were also fitness class deliverers.</p>
Do	How do you ensure that staff are qualified to national industry standards?	<p>There were minimum criteria for staff to be employed at the facility in several roles including:</p> <ul style="list-style-type: none"> <li>- Lifeguards held NPLQ and AED qualifications</li> <li>- Fitness Instructors required a Level 2 qualification as a minimum</li> <li>- Swim Teachers required a minimum of Swim England Level 2</li> <li>- Duty Managers and above required a minimum of NPLQ, AED and a Pool Plant Operator qualification to cover shifts</li> <li>- and in addition, the General Manager was required to hold an IOSH qualification.</li> </ul> <p>A review of the records of staff sampled during the assessment showed they were qualified to complete their roles, with qualifications retained at the facility, for example, ASA/ Swim England qualification certificates.</p>
Do	How do you ensure that contracted staff and regular casual staff have one-to-one opportunities to discuss performance, wellbeing and personal development?	<p>The General Manager delivered monthly 1-2-1's with core staff, the Duty Managers, to set monthly objectives and targets. The outcomes of these meetings were sent via e-mail to staff.</p> <p>Core staff were then expected to do their contracted staff and all 1-2-1's were recorded and sent via e-mail to staff.</p> <p>There were recorded quarterly assessments for Lifeguards and swim teachers.</p>
Do	Do you have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained?	<p>There was an EDI policy in place which was last reviewed in November 2020.</p> <p>Staff were made aware of the policy on induction and it was also available on SharePoint.</p>
Do	How do you ensure that the workforce is inclusive and representative of the local and served community?	<p>The facility was part of a wider organisation and so benefited from the "fair recruitment and selection process" of the in-house HR team.</p> <p>It was reported that the majority of staff were local and there was evidence that some staff fit the demographic profile for the area, for example, there is a lifeguard who is in his 60's and a fitness instructor in their 50's.</p>
Measurement and Review	How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?	<p>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.</p> <p>Staff received regular 1-2-1s and feedback regarding performance and professional development was discussed within these meetings.</p>
Impact and Outcomes	Can you demonstrate that leaders promote innovation, creativity, and enterprise and develop high morale?	<p>There was a staff recognition scheme in place where the team member of the month got a prize, a certificate and a picture on social media platforms. This appeared to be an excellent scheme valued by staff.</p> <p>Formal staff feedback processes were available through regular team meetings, 1-2-1's and via e-mail.</p> <p>Staff spoken to also highlighted that the team at the facility was a very small one, a General Manager and then Duty Managers/ lifeguards, and thus communication was constant as the management team were essentially generally "on shift" as well. The staff reported that they appreciated this "hands-on" approach and it made for a very close-knit and motivated team.</p>

## OPERATIONS - Environmental Management

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Is a Display Energy Certificate (DEC) displayed and in date?		E
Mystery Visit	Are the environmental conditions acceptable?		E
Mystery Visit	Can customers easily get to the facility without driving?	<p>I didn't get the impression that the centre went the extra mile to encourage customers to consider alternative transport. Despite being near to both bus and cycle routes, I failed to note any information either online or within the centre that might have encouraged customers to consider alternate methods of travelling to the centre.</p> <p>As part of that, whilst there was a quite detailed frequently asked questions section within the website, there was no reference to transport.</p>	G
Mystery Visit	Does the facility promote their environmental sustainability policies?	<p>Other than generic policy information within the centre and online, as well as a Display Energy Certificate (DEC), I was unable to find much in the way of the centre going on the front foot to promote its commitment to environmental sustainability and capture what that entailed.</p>	G
Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?	<p>I failed to note any information either within the centre or online containing details of the centre's desired efforts and targets to reduce its carbon footprint, historical or current performance against those, or ways in which customers could assist in that journey.</p> <p>Several waste bins were noted; however, these were generic as opposed to waste-specific.</p>	S
Plan	How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?	<p>It was not clear how the aspirations in the 2023/2024 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).</p> <p>It was reported that currently no meter readings were taken at the facility or recorded on site. It may benefit facility management to at least have sight of regular reports of their current usage or take and record their readings to chart progress and allow early identification of any anomalies.</p>	G
Do	Is there a positive environmental management culture?	<p>There was no mention of environmental aspirations, targets or aims within the facility's current (2023/ 2024) business plan. This is something, in light of the clear corporate objectives, the management team may wish to review for the next iteration of this document.</p> <p>There was currently no specific energy reduction/ green/ environmental action plan in place and instead the team, primarily through SKDC, was currently focused on large-scale applications to the swimming pool recovery fund, including a current bid for pool covers. It may be useful going forward for these to be captured on a site-specific plan which could also then enable other areas to be covered including, for example, tap replacements, recycling processes/ information, staff training/ awareness and green travel plans.</p> <p>There still appeared to be many low-level opportunities to make further potentially low-cost environmental interventions in the facility including PIRs in non-high usage areas and push button taps throughout the facility. The proposed upcoming gym equipment refresh could also include low-energy and self-powered equipment. Even these small changes could make a difference to the currently high DEC rating for the facility.</p>	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?	<p>The facility did not collect its energy usage readings and the externally monitored readings were sent directly to the client. As the client did not pay for the costs it was unclear who who was taking a clear responsibility for monitoring them closely and taking action where needed. It could benefit efforts in this area enormously if the facility/ organisation took a more hands-on approach to gathering data to ensure they can use it to review the impact of any efforts it may be making going forward as well as responding quickly to any anomalies spotted.</p>	G
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	<p>There was no way for the facility to use even basic methods to show the impact it was making in reducing its carbon footprint, without even access to monthly usage reports. It may benefit the organisation to add measures against a set of robust KPIs, reflecting the aspirations in this area outlined in the SKLeisure business plan, within the facility's risk reduction/ service improvement plan (SIP) or any newly developed environmental plan so that the impact of any efforts it may be making can be robustly measured and reviewed going forwards.</p>	G

SECTION	QUESTION	STRENGTH
Mystery Visit	Is a Display Energy Certificate (DEC) displayed and in date?	An up-to-date Display Energy Certificate (DEC) carrying a rating of 92 was observed within a noticeboard adjacent to the poolside seating area.
Mystery Visit	Are the environmental conditions acceptable?	<p>The ambient temperature within all activity and circulation areas were set at appropriate levels, with those in the fitness gym conducive to an enjoyable workout.</p> <p>Tap and shower water was tested in male, female, and general-use facilities and found to be set at a suitable level.</p> <p>All lighting observed was found to be clear and in full working order.</p>
Mystery Visit	Can customers easily get to the facility without driving?	<p>Local buses stop near the centre. The nearest rail station is approximately 1.5 miles away.</p> <p>In addition to that several cycle routes pass the centre, with a provision in place for cycles to be locked.</p>
Mystery Visit	Does the facility promote their environmental sustainability policies?	The parent group's commitment to the environment was contained within generic policy information found at the facility and online.
Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?	A clothes re-cycling unit was noted within the car park.
Plan	How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?	<p>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.</p> <p>There was an aspiration within the 2023/2024 business plan to "Improve the energy efficiency of centres 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.</p> <p>There was an Environmental policy in place.</p>
Do	Is there a positive environmental management culture?	<p>Successful applications had been made to the swimming pool recovery phase one fund to deliver projects such as the installation of a new low-energy boiler and the installation of LED lights on poolsides/ changing rooms. Further phase 2 bids were currently being considered for pool covers.</p> <p>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.</p> <p>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.</p>

	Staff were made aware of the environmental policy on induction and there was evidence that the issues were discussed at the facility by staff in team meetings and 1-2-1's.	
Do	Is there a system in place to ensure that hazardous, clinical, and medical waste is disposed of correctly, with records maintained?	There were service contracts in place for the regular collection and disposal of all sanitary and nappy bins 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.  A coffin was used for light replacements and an approved contractor was also used for this, arranged by the central maintenance team.  All staff were trained in COSHH arrangements.
Measurement, Monitoring and Review	How does the facility measure, monitor and review the effectiveness of their approach to environmental management?	Utility usage is currently monitored through the monthly P&L report by the General Manager.  Utilities were recorded directly by Analytics 4 Energy and reports were sent directly to the client SKDC.
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	It was pleasing to see that since the last visit, the team had arranged for a new DEC to be carried out at the facility. This was on display and will allow them to track improvements they make going forward.  The P&L for the facility had indicated that over the last few months energy usage had fallen compared to the previous year.

## 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	Safeguarding		Y
SECTION			STRENGTH
All	Health and Safety Management System	Last reviewed 10 July 2023.	
All	Health and Safety Policy Statement	Last reviewed 10 July 2023 by David Monkhouse, Non-Executive Director.	
All	Employers and Public Liability Insurance Certificate	Joint Employers and Public Liability policy through Zurich expires on 29 October 2024.	
All	Fixed Electrical Installation Inspection Certificate (Dry-Side)	Last inspected on 31 May 2023 by Sam Rogers Electricals and assessed as SATISFACTORY.	
All	Fixed Electrical Installation Inspection Certificate (Wet-Side)	Last inspected on 31 May 2023 by Sam Rogers Electricals and assessed as SATISFACTORY.	
All	Risk Assessments	A variety of Risk Assessments were seen during the visit including:  - Swimming Lessons reviewed on 25 January 2024 - Chemical storage and delivery (General) reviewed on 25 January 2024 - Fitness Classes (Swimming Pool) reviewed on 17 October 2023.	
All	Fire Risk Assessment (Site-Specific)	Last fully assessed on 10 February 2022 and assessed as TOLERABLE with a risk reduction report indicating 11 HIGH items.  Internally reviewed by Ryan Mayoh and Ben Lloyd on 17 February 2023 with a further full RA booked in for February 2024.  A spreadsheet showing the completion of the identified actions from both the last full assessment and the internal review was seen with evidence of actions being carried out.	
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:  - Glass and Stainless Steel Cleaner last reviewed on 8 August 2023 - Bleach was last reviewed on 8 August 2023 - Biohygiene Heavy Duty Floor Cleaner last reviewed 10 November 2023.	
All	Emergency Action Plan/Procedures	Last reviewed in May 2022.  Currently going through a review and transferring onto the new updated template from the RightPlace.	
All	Emergency Lighting Test Certificate and Service Records	Last inspected on 28 September 2023 by Briggs & Forrester which identified some failures.  Evidence was seen that the remedial work was carried out and completed on 25, 26 and 31 January 2024.	
All	Fire Alarm Test Certificate and Service Records	Last inspected and serviced on 14 November 2023 by Briggs & Forrester.  There was evidence of weekly statutory checks, demonstrating a planned approach to checking all call points on a rotational basis and all other aspects of the management of fire equipment at the facility, recorded on SKLink.	
All	Asbestos Survey/Register	Last assessed by Environmental Essentials on 10 May 2021. A list of items to be reviewed regularly was identified in this assessment and evidence was seen that regular reviews of these were carried out, with the most recent being recorded as the 1 September 2023.	
All	Legionella Risk Assessment	The last full external Legionella Risk Assessment was carried out by WCS on 2 November 2023.  There was a comprehensive water management plan at the facility with evidence of completion of actions such as monthly calorifier temperature checks, shower head descaling and sentinel tap checks on SKLink and the WCS portal.	
All	Gas Boiler Service Records	Last serviced on 26 April 2023 by Briggs & Forrester.	



## ACTION PLAN

SOURCE	SUB SOURCE	TASK / ACTION REQUIRED
Response	Managing the Team	<p>Due to a combination of behaviours, interaction, and none of the staff team wearing name badges, neither my wife nor I were able to determine who the Duty Manager was.</p> <p>At one point during the visit, a male with a small child entered the poolside and stripped down to his underpants as he'd chosen to bring their belongings onto the poolside as opposed to using the lockers. This was noted by my wife and several members of the public, however, despite a member of the staff team passing by a matter of seconds later, nothing was mentioned to the male.</p> <p>Despite seemingly strong levels of staffing, the reception desk was frequently left unstaffed.</p>
Response	Environmental Management	Other than generic policy information within the centre and online, as well as a Display Energy Certificate (DEC), I was unable to find much in the way of the centre going on the front foot to promote its commitment to environmental sustainability and capture what that entailed.
Response	Operational Management	<p>A fire exit door at the end of the corridor leading to the fitness gym was found wide open. Given that this led directly to the car park and was out of the sight line of both the reception desk and pool, it would have been very easy for someone to have gained access to the fitness gym. When added to the fact that the reception desk was often unstaffed, it looked like it would have been very easy for someone gaining access through it to have made their way to and from the changing rooms with little fear of being challenged.</p> <p>Details of where to assemble in instances of fire or emergency were handwritten on a sign located in reception.</p>
Response	Customer Journey	A staff team information board was presented within reception; however, most of the sleeves were empty, with many of those on duty on the day of our visit not included in it.
Response	Customer Journey	<p>I issued two e-mails to the centre, however despite 7 and 10 days having passed respectively, I had yet to receive a response to either.</p> <p>Despite openly encouraging customers to provide their views on the centre's website and within policies, I failed to note a dedicated customer feedback information point within the centre. As such, I was unable to note evidence of previous customer comments along with the centre's responses to them, or customer survey information aimed at improving service standards.</p> <p>Whilst there was a 'customer review' section within the centre's website, the comments within it related to all the centres within the leisure group as opposed to just Stamford, and it was unclear within the majority of them as to which centre they related. In addition to that, all comments were of a complimentary nature, as opposed to a mixture of compliments and suggestions for improvement, with the centre's subsequent responses to the latter.</p>
Response	Customer Journey	<p>The team member who took my Aqua Class call did not promote the benefits of membership.</p> <p>There appeared to be an inconsistent approach to greetings, with some of the team confirming their name and the name of the centre, others just confirming the name of the centre and another just the name of the leisure group.</p> <p>Unfortunately, my Senior Swim enquiry was very poorly handled. The greeting was hurried and abrupt, with a distinct lack of knowledge evident. In addition to that the team member that took my Adult Swim Lesson enquiry seemed quite vague and failed to provide any cost information.</p>
Response	Operational Management	<p>High-level cleaning within the fitness gym was poor, with quite noticeable levels of dust and cobwebs noted on the ceiling, walls, girders and speakers. In addition to that the floor was quite dirty, with items of litter also noted.</p> <p>The floor within the reception area was quite dirty and in need of a good vacuum or brush. In addition to that, floor areas within both changing rooms were quite dirty.</p> <p>Throughout the visit, none of the team were observed undertaking cleaning duties.</p>
Response	Environmental Management	<p>I failed to note any information either within the centre or online containing details of the centre's desired efforts and targets to reduce its carbon footprint, historical or current performance against those, or ways in which customers could assist in that journey.</p> <p>Several waste bins were noted; however, these were generic as opposed to waste-specific.</p>
Response	Operational Management	<p>The car park was littered with small potholes, whilst demarcation lines in many places appeared to be in need of re-painting.</p> <p>A noticeable and unsightly blue section of the wall was at odds with the rest of the décor within the fitness gym, clearly having been previously covered by a large fitting. In addition to that, an area of differently coloured wall was noted within the same area of the centre underneath a speaker, whilst sections of skirting were multi-coloured.</p> <p>Three repair patches were noted within the fitness gym ceiling, whilst four raw plugs were seen within the same facility, presumably where a noticeboard had once been located.</p> <p>Painting had been attempted within toilets adjacent to the fitness gym; however, it appeared that this had not been carried out by professionals given the noticeable level of paint found on fittings and ceiling tiles.</p> <p>One of the changing bench legs within the male changing room was embalmed in hazard tape. In addition to that many of the other bench legs were pockmarked with rust and appeared to be in need of a good wire brush and a re-paint.</p> <p>Several holes from former fittings were noted within the changing rooms, whilst various quite basic tile repairs had been attempted within the same facility and on the poolside.</p>
Response	Operational Management	<p>Changing room capacity, in particular cubicle provision was quite limited. Given that it was a leisure pool with a seemingly strong swim scheme programme in situ, capacity would almost certainly have been tested at certain times, given that it appeared to be stretched when we visited at what was one of the quieter times of the year.</p> <p>Quite low-scoring Google and Facebook review scores and associated comments seemed to back this up.</p> <p>Whilst few maintenance issues were noted, changing rooms and toilets were quite tired and dated.</p>
Response	Customer Journey	Despite various cleaning issues being noted, over the course of the visit, we failed to note any of the staff team patrolling, inspecting, or undertaking cleaning duties. This was surprising given the number of staff on duty.
Response	Managing the Team	I was able to use the fitness gym without being asked for my details or if I required an induction.
		At no point during my fitness gym usage did a member of the team check the fitness gym, despite there being several staff on duty.
Response	Customer Journey	Unfortunately, my initial impression of the team wasn't a good one. The staff team member based on reception was unaware that the centre openly promoted free day passes, and having checked with a colleague that they did, he simply waved me through, not taking any details and assuming that I knew where I was going.
Response	Customer Journey	The centre is featured within a Leisure SK group X (formerly Twitter) account along with two other facilities. Unfortunately, a follower level of just 93 appeared to align with the fact that only two posts had been made within the last 13 months, with the last of those back in March.
Response	Customer Journey	The day prior to our visit, I noted a large promotional offer on the website promoting complementary one-day passes. On the back of that, I mentioned this within a call that I placed to the centre the same day, with it being confirmed that upon providing my contact details and waiving the need for an induction, I could secure free access to either the fitness gym or pool.
		Having advised this to the team member based on reception upon our arrival, it was clear that he was unaware of the offer and he advised that he'd need to check with a colleague. On the back of doing that, he returned to reception and advised me to simply go through. He assumed that I knew where I was going and made

		<p>no effort to take my details.</p>
Response	Environmental Management	<p>Upon leaving the centre there were two members of the team in reception, however none of them asked me how my visit had gone or asked for my details.</p>
Response	Operational Management	<p>I didn't get the impression that the centre went the extra mile to encourage customers to consider alternative transport. Despite being near to both bus and cycle routes, I failed to note any information either online or within the centre that might have encouraged customers to consider alternate methods of travelling to the centre.</p> <p>As part of that, whilst there was a quite detailed frequently asked questions section within the website, there was no reference to transport.</p>
Response	Operational Management	<p>One of the three vending machines within reception was out of order.</p> <p>Despite having a fitness gym, the range of retail items was limited to pool usage.</p>
Response	Operational Management	<p>There still did not appear to be any current small replacement or repair/ refurbishment planning, for example, redecoration of all areas and refurbishment of tired areas, and even the ability for the team to spend up to £1,000 on minor repairs had been temporarily rescinded. This has made keeping on top of the general maintenance and cleanliness items needed more of a challenge. It may be beneficial for the team to draw up, and put budgets/ costs to, the items they think are required despite the current constraints ready for when there is more flexibility to consider these items.</p> <p>Although some items of investment had been identified, for example, there was a plan to repair the wave machine in the next financial year, staff reported that given current staff levels and constraints on recruitment they will not be able to run these sessions in all likelihood should it get repaired. It may be beneficial for the planning for expenditure for the facility to be looked at in a "holistic" way to ensure funds were invested efficiently.</p>
Response	Managing the Team	<p>It may be of benefit for at least core staff to have an annual recorded formal appraisal, perhaps once the annual business/ improvement plan has been finalised, to set their annual objectives. This could then assist with recording ongoing 1-2-1 progress through the year and ensure the process was SMART, had a timeframe set upon it and was consistent.</p>
Response	Operational Management	<p>It appeared that customer satisfaction was only currently monitored quantitatively annually and it may benefit the facility to consider introducing ways of tracking this on a more regular basis. It could be beneficial for a robust and clear plan to be put together as to how cleanliness and hygiene were going to be measured, which included customer feedback, audits, internal reviews of systems/ processes and daily DM/ management team inspections/ checks to ensure this vital area is fully kept on top off.</p>
Response	Operational Management	<p>During last year's visit, the General Manager outlined a process that he was currently going through to develop a larger gym at the facility. This had not so far however sadly been progressed and it seemed that other "planned" wishes such as a refurbishment of the changing rooms and the installation of some steps into the pool were still "stuck" in the system. It appeared that the facility management team may still not have had too much influence over the longer-term planning of replacement or refurbishment of the facility, or indeed if there was a "master plan" in place, and it may be of benefit for the facility staff to be more involved in some of the conversations to ensure prioritisation of work was customer/ facility led in the development of any such document/ plans.</p>
Response	Operational Management	<p>There appeared to be no longer-term budgets allocated for larger items and there was evidence that some things had been out of action for long periods, for example, the redecoration of the gym from the moving of the old air conditioning unit was still outstanding from the previous year's visit and the wave machine still didn't work. It could be beneficial to ensure a more robust overview was kept on the fault log to ensure items were completed promptly or at least tracked for how long they had been outstanding so when funds were suggested for projects at the facility representation could be made to complete some of the outstanding jobs additionally.</p>
Response	Operational Management	<p>There was no evidence of either an in-depth or high-level cleaning programme and there was some evidence seen during the assessment and the mystery visit of items such as high-level dust. It may benefit the facility, especially due to the age of the facility and the fact that they 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 site-specific details on cleaning requirements, including work instructions. This is something that the team may consider putting in place and linking with any customer standards they may want to display.</p>
Response	Operational Management	<p>It appeared that much of the training carried out at present in this area was peer-to-peer learning from other staff. It may be useful to develop a corporate staff cleaning manual to become a comprehensive best practice cleaning guide that contains photos, and videos if practicable, of the processes and expected standards required at the facility by the staff. The team could then be trained with this document, have a clear understanding of what standards were being looked for and be measured against these when the DM checks were carried out.</p>
Response	Operational Management	<p>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.</p>
Response	Customer Journey	<p>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 is something that the facility may consider implementing to allow measurement of themselves against what they state they will deliver.</p>
Response	Customer Journey	<p>It may be beneficial to both the business and customer satisfaction to deliver the sales and customer journey training to all staff at the facility as customers are most likely to interact with them and the more knowledgeable and helpful they are the better the overall experience for the customer will be.</p> <p>There still did not appear to be any specific customer care training carried out with staff on an ongoing basis. It may benefit the facility, and efforts to set standards that staff should be working to, to develop/ implement some specific training modules and to deliver these on a more regular basis.</p> <p>Without any specific customer service standards or standalone training modules, it was unclear how it was assessed that staff were competent or had reached the standards required by the facility/ organisation. It may help for there to be some form of policy/ process to be developed to assist in this area.</p>
Response	Customer Journey	<p>The building was looking tired and potentially looked like it was suffering from a lack of investment, for example, basic refurbishment/ redecoration. A plan of modernisation/ refurbishment, clearly outlined, with potential timelines and communicated to customers and staff, may benefit the facility going forward and may help allay some of the current speculation/ complaints the team were having to deal with regarding facilities within the site, such as the slide and the wave machine.</p>
Response	Customer Journey	<p>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.</p>
Response	Customer Journey	<p>It was hard to assess how the facility reviewed this area currently, and indeed used feedback to inform improvement planning, due to the lack of customer service measures in place and any form of business plan. It may benefit the team, and its efforts in this area, to have a clear process of how it uses information to review its progress.</p> <p>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.</p>
Response	Customer Journey	<p>It is currently difficult for the facility to comprehensively show the impact of the team's work due to the lack of a planned approach and measurement. Information that is collected seems to be measured month to month or accessed on an ad hoc basis when required, rather than using data to show impact over the longer term. This may be something the facility could benefit from considering reviewing and building up a good picture of their performance over time and their direction of travel.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>Unfortunately, since the last visit, the organisational Health and Wellbeing Manager who had led on this area across the contract had been made redundant and it was not now fully clear what level of priority tackling inequalities held within the business. It would be helpful to have some clarity, potentially outlined in the new business plan being developed, of how exactly this area of work was being embedded within the organisations/ facilities and what resources it would be backed by.</p> <p>The team may find it beneficial to conduct a local stakeholder survey to identify local partners/ groups to work with to understand how any identified business plan objectives could be delivered at a local level. This "place-based" approach may help inform the best programmes, offers and resources needed to achieve any identified desired outcomes in the locality and attract any identified target groups.</p>

		<p>Additional training opportunities related to specific health issues or impairments could be made available for all staff, based on any target groups identified as being important to the locality and any programmes consequently being delivered to them at the facility.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>There seemed limited awareness and access to the business and health and well-being planning processes that it was stated by the team were currently occurring in the business. Added to the absence of a current facility-level plan this meant that the local-level approach was somewhat lacking. It would be beneficial for the team to ensure that as soon as they have sight of any new organisational KPIs, targets and objectives they develop their site-level plans reflecting these.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>The team may benefit from using the various external boards and user groups that members of the SKDC leisure teams attended, as well as any partners and stakeholders currently worked with or identified through ongoing work, to garner expert advice to shape policies/ procedures so that they were inclusive and accessible to all.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>The facility team may benefit from a full review, in conjunction with the SKDC Health and Wellbeing officer and any potential stakeholders/ user groups identified in the suggested stakeholder survey, regarding specialist equipment that may required to be able to deliver the outcomes stated for any target groups identified.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>With the loss of the Health and Wellbeing post the team was aware that there was much less targeted marketing and communications taking place than had previously been delivered. This may be something to review and consider giving the responsibility to a member of staff at the facility as a development opportunity.</p> <p>Currently, the marketing plan, and the social media plan, were still, understandably, fairly generic and did not appear to have specific details regarding what was being done for target groups. The team were also not sure who exactly was/ would be feeding this information into the development process. It could benefit the facility/ organisation to ensure this was considered at this early stage of development and either develop a specific plan, or perhaps include it as part of the health and well-being plan, to ensure awareness of the programmes that were being delivered, currently, and any future programmes was as high as possible to the community/ identified target groups.</p> <p>Research could be conducted with local target groups and partners to get feedback on both current marketing and communication routes/ media, and any new developments through the new marketing planning process, with the view to actioning the feedback to make improvements.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>Engagement was limited at the moment. The team could benefit from a full review of exactly what their target markets were, who may work with these groups in the local community and what benefit may be gained in developing robust relationships with some of these groups to co-develop sessions informed by their contacts/ clientele.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>It may benefit the team to work with some of the partners they have access to, for example, the local Public Health Team, to devise robust methods to specifically measure and be able to track community-level changes in health improvements and activity levels in any target groups that are identified as relevant for the facility. This could enable a more robust picture of how the work the team are delivering was affecting the locality, its physical activity levels and the organisation's penetration into the market.</p> <p>Additionally, the use of population-level data on physical activity levels from sources such as Active Lives and the Moving Communities portal may also enable more targeted KPIs to be tracked and for data to be available which showed the impact of the work the team were doing on the specific targeted groups identified in the plans.</p> <p>The facility could benefit from showcasing customer testimonials on social media and website pages to help generate awareness of and benefits of using the facility. This could support the marketing to several user groups in a manner that related to the residents and was not just seen as a commercial advertisement. It could also help showcase the real impact the facilities have on people's lives.</p>
Response	Environmental Management	<p>There was no mention of environmental aspirations, targets or aims within the facility's current (2023/ 2024) business plan. This is something, in light of the clear corporate objectives, the management team may wish to review for the next iteration of this document.</p> <p>There was currently no specific energy reduction/ green/ environmental action plan in place and instead the team, primarily through SKDC, was currently focused on large-scale applications to the swimming pool recovery fund, including a current bid for pool covers. It may be useful going forward for these to be captured on a site-specific plan which could also then enable other areas to be covered including, for example, tap replacements, recycling processes/ information, staff training/ awareness and green travel plans.</p> <p>There still appeared to be many low-level opportunities to make further potentially low-cost environmental interventions in the facility including PIRs in non-high usage areas and push button taps throughout the facility. The proposed upcoming gym equipment refresh could also include low-energy and self-powered equipment. Even these small changes could make a difference to the currently high DEC rating for the facility.</p>
Response	Environmental Management	<p>It was not clear how the aspirations in the 2023/2024 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).</p> <p>It was reported that currently no meter readings were taken at the facility or recorded on site. It may benefit facility management to at least have sight of regular reports of their current usage or take and record their readings to chart progress and allow early identification of any anomalies.</p>
Response	Environmental Management	<p>The facility did not collect its energy usage readings and the externally monitored readings were sent directly to the client. As the client did not pay for the costs it was unclear who who was taking a clear responsibility for monitoring them closely and taking action where needed. It could benefit efforts in this area enormously if the facility/ organisation took a more hands-on approach to gathering data to ensure they can use it to review the impact of any efforts it may be making going forward as well as responding quickly to any anomalies spotted.</p>
Response	Environmental Management	<p>There was no way for the facility to use even basic methods to show the impact it was making in reducing its carbon footprint, without even access to monthly usage reports. It may benefit the organisation to add measures against a set of robust KPIs, reflecting the aspirations in this area outlined in the SKLeisure business plan, within the facility's risk reduction/ service improvement plan (SIP) or any newly developed environmental plan so that the impact of any efforts it may be making can be robustly measured and reviewed going forwards.</p>
Response	Managing the Team	<p>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.</p>
Response	Managing the Team	<p>It was not clear how often demographic data was run and reviewed at a facility level as this had previously been carried out through the Health and Wellbeing Manager's work. It may benefit the facility management team to run this data themselves at least annually going forward to help inform business planning and review.</p> <p>There was no evidence that demographic profiling of staff was carried out and thus it was not possible to understand if the staff reflected the local community. It may benefit facility management to run this report regularly to understand the make-up of their staff and to inform any actions that they may wish to take.</p> <p>Although there was evidence that some staff were potentially reflective of the served community it was not clear if this was by design or a "happy coincidence". It may benefit particularly any future work that the facility and the organisation 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	<p>There were not currently any clear ways in which the facility/ organisation measured the well-being and satisfaction of the workforce and thus it was certainly something that the management team/ corporate team may consider looking at. In addition to a simple, regular staff survey, including satisfaction and well-being questions, other data/ indices may be considered to assess on an ongoing basis the potential well-being/ satisfaction of staff including tracking staff absences/ sickness, length of sickness and staff retention/ turnover.</p>
Response	Managing the Team	<p>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.</p>
Response	Managing the Team	<p>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.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>Despite undertaking a thorough search of the centre's website, I was unable to find any platforms or links within it to aid customers with either visual or hearing impairments, such as adjustable text font size, adjustable background colours, or voice-read text.</p> <p>Despite the website promoting the Leisure SK mission values of activity and wellness for all, I was unable to find any reference within it to either inclusive user sessions or facility adaptations.</p> <p>Whilst the website provided programme details, there was very little in the way of additional information relating to the sessions advised.</p>

The Leisure SK Group X (formerly Twitter) account had less than 100 followers, with only two posts made within the last 13 months.

Response	Tackling Inequalities (Activity Alliance)	Although large parts of the programme were aimed at younger users, family and baby-changing facilities were very limited.  Despite promoting a balanced programme for all within their mission statement, the centre offered little in the way of session provision for older customers or those with disabilities.  Aligned to that I was unable to note a senior's membership option or means-tested linked pricing.
Response	Tackling Inequalities (Activity Alliance)	I was unable to find any information either within the centre's website or social media accounts that advised customers of the facilities or adaptations in place for inclusive users.