



Quest Assessment Report

MAGNA VITAE HORNCastle POOL AND FITNESS

ASSESSMENT TYPE: Quest Plus (2023)

MV DATE & TIME: 17th November 2023 13:00

ASSESSOR: Clive Douglas

ASSESSOR DATE: 19th December 2023

OVERALL ASSESSMENT SUMMARY

ASSESSMENT TYPE

QUEST PLUS (2023)

OVERALL

VERY GOOD

EXECUTIVE SUMMARY

STRENGTHS

MYSTERY VISIT:

All interactions with team members during the visit were excellent. They showed a genuine interest in helping me, were knowledgeable, professional and cared about the service they were delivering.

Overall I felt the telephone communication I had with the team was very good, again knowledge was great and their attitude was helpful and upbeat.

I thought the quality and availability of information for customers whilst at the facility was excellent. All notice boards were professional and the different colours and layouts really grabbed my attention.

I am no building surveyor but I got the feeling that the facility was no spring chicken. I was therefore even more impressed with the condition of the facility and its fixtures and fittings. The facility felt loved and cared for.

I would suggest that you would need a pair of snooker referee's gloves and a magnifying glass to find any cleanliness issues at this facility. From the moment I left my car to the point when I returned, I saw no areas in need of attention. Great team effort.

There was a real sense of purpose about the team during the visit, all team members were carrying out their duties in a professional manner. I interacted with some team members and listened to others interacting with other customers, they were knowledgeable and friendly in their approach. There was a relaxed feel to the facility which I felt was down to the attitude of the team and the welcome they were providing.

I saw the Environmental Commitment on the themed notice board. I felt the layout and detail were really customer-friendly, written and presented in a way that ensured you didn't have to be a scientist to understand it!

ASSESSMENT:

A Health and Safety Management system and policy were in place and managed through Staffmis (Magnet) The system was also audited by external professionals and regular scheduled meetings were in place.

External audits were in place and internal housekeeping by the Director of Operations Niomi Wilkinson-Baker. Her visits to each centre have proven valuable in moving the business forward operationally. In addition, the Right Directions Health and Safety person visits the centre every four months and minuted action points are used to improve the business Health and Safety Management.

East Lindsey Quality of Life Group which has 50 prime partners within North England, included national funding updates and Dementia in the community.

Dementia in Horncastle was currently the main group that Tracey Wilkinson Chairs and has a passion for. This was great evidence on the day.

NPS score of 70 which is way above the national average. The organisation average is 59 and the National average is 27.

A customer experience award for the centre was evidenced. This was a national award given out in 2022. Well done team on the award. The centre must therefore maintain its high standard in the forthcoming years.

The company recently completed a pay review and found the staff pay was not as competitive as other organisations within the region. An 8% salary increase in April 2023 to maintain the standards above the minimum wage across all staffing levels. This uplift was picked up in the staff interview as the biggest positive contribution factor in 2023.

Darcy Elliot came under the employability programme under a funded scheme. Darcy is now a qualified lifeguard and works at two of the Magna Vitae facilities.

AREAS FOR IMPROVEMENT

MYSTERY VISIT:

I don't recall seeing any advertisement that the webpage was available in different languages or if it had the capability to be played out loud. I also found the interactive tour to be clunky and not the simplest to use.

On the Facebook page, I did not see any testimonials from the local community or video clips of the facility being used.

I felt that public access via a general or lane swim was limited during the traditional after-work/early evening periods. I also did not see any family swim or parent-and-child sessions available at a weekend.

On the webpage, there did not appear to be a video "walk through" of the facilities for any customer with a disability. Whilst there was a statement on the web page about being accessible it didn't provide any detail such as automated doors, hearing loop, what the pool accessibility was or list the gym equipment that was available for those with any restricted mobility.

Web contact comment three - As of 9 December I have not had a response to my email or Google review.

On the webpage, there were still links to COVID-19 that were last updated on 25 March 2021.

I reviewed the Facebook page for the previous month and only found two posts which had any images of the community using the facility and there were no video clips of "live-action" or testimonials from the local community. There was a heavy push towards promotions and sales which put me off.

In the entrance lobby, an A1 external advertising display appeared to have been forgotten to have been put outside.

ASSESSMENT:

There is no mechanism in place for referral patients after 6 and 12 months, with agreed follow-ups within the organisation. There is no scheduled follow-up time, or system reminder in place. This could be considered in the future to track users and review their progress for many years to come.

There is very little joint working with other service providers to widen and enhance the offer and build links between different activities, services and levels of progression for younger people. The HAV is currently not in operation within the centre, however, it operates in the borough at other centres. The centre could look at using the hub hall near the centre they could deliver an activity plan to incorporate the HAV project at the centre. The hall is currently used for group exercise classes by the centre therefore could be suitable for delivering the HAV project in 2024.

The Magna Vitae organisation training matrix was evidenced and some staff on the training matrix had red lines where the training was not complete or not updated by the HR team. This could be reviewed to identify those who had completed the training but their records were not updated. These included mandatory modules such as safeguarding.

East Lindsey District Council support the maintenance of the facility with an SLA. There are some unknown ambiguities with some areas of repairs which could be identified and confirmed. For example, the pool filtration pressure valves were at fault or in need of a backwash and 5 showers were not in use due to a water supply issue. The timeline of repair could not be ascertained using the fault log, therefore an update could be considered from the facility management team within the council.

It was discussed in depth how the centre could increase its learn-to-swim footprint in the area as most operators have witnessed a big surge in this activity area. The centre's data showed it is only at the pre-pandemic figures, 747 in 2022 now at 809. The operator could look at employing a Regional Aquatic Manager to increase levels across the partnership. The current aquatic programme is currently been overseen by the duty manager at the centre.

The current operational staffing structure consists of two Duty Managers and two key holders/ supervisors. Some organisations have put in place a position between Duty Manager and General Manager as they acknowledge a skills gap and a big jump in responsibilities and product knowledge. The same applies to the roles of a Lifeguard to a Duty Manager role. Some organisations have put in a senior recreation position or similar, to educate in the transition to becoming a Duty Manager.

OVERALL ASSESSMENT SUMMARY

OVERALL	VERY GOOD
MV Experience	Very Good
DAY 1	Very Good
DAY 2	Very Good



DAY 1 ASSESSMENT PERFORMANCE

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

DAY 2 ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
GPLUS	Engaging with Young People 12-19 years	Satisfactory
GPLUS	Exercise Referral Standard	Very Good
PURPOSE	Planning to Improve	Very Good
SPLUS	Health and Safety Management	Very Good
DAY 2 BAND >		VERY GOOD

PEOPLE - Tackling Inequalities (Activity Alliance)

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	<p>I don't recall seeing any advertisement that the webpage was available in different languages or if it had the capability to be played out loud. I also found the interactive tour to be clunky and not the simplest to use.</p> <p>There did not appear to be a concessionary price on the membership package.</p> <p>On the Facebook page, I did not see any testimonials from the local community or video clips of the facility being used.</p>	G
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	<p>There did not appear to be any programmed swimming sessions or group exercise classes targeting the local community who had a disability.</p> <p>I felt that public access via a general or lane swim was limited during the traditional after-work/ early evening periods. I also did not see any family swim or parent-and-child sessions available at a weekend.</p>	G
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	<p>On the webpage, there did not appear to be a video "walk through" of the facilities for any customer with a disability. Whilst there was a statement on the web page about being accessible it didn't provide any detail such as automated doors, hearing loop, what the pool accessibility was or list the gym equipment that was available for those with any restricted mobility.</p> <p>I did not find an accessibility statement on the web page.</p>	VG
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	The centre had limited evidence to support the council's strategy for a healthy environment, and the GP referral programme was not highlighted within the centre, although it was active within the centre but limited to specialist patients.	VG
Plan	Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff?	There was very little evidence of how procedures are reviewed and embedded within the community, members and its staff, and no review process is in place. Some centres not only have a dedicated notice board but actively engage with groups and use their knowledge and resources to attract customers. Some organisations also interact with staff to assist in reviewing their current policies.	S
Do	Are sufficient resources allocated to deliver, embed, and communicate the business plan to workforce and partners?	More partnerships could be formed through interactions with harder-to-reach groups within the community which could involve managers from the centre making themselves available to proactively go out and get more involved in the community outreach platforms. This could only be achieved with additional head office manpower support to release staff from their operational duties.	VG
Do	Does insight and consultation inform procurement to ensure sufficient and suitable inclusive equipment is available?	<p>The main door to the gym was a single heavy door with poor accessibility, especially for wheelchair users, the door is manual and navigation around was deemed very tight. This entry method could be reviewed to accommodate a press release door mechanism.</p> <p>A new pool hoist pod could be purchased as a way to attract the less mobile users. The centre currently uses an old strap hoist to lower users into the pool. The equipment was deemed very old and outdated.</p> <p>Coffee mornings could be included as there is a high level of older users who use the facility and like to gather around after their gym and swim sessions. This has proved very popular within the leisure environment and adds to their social experience. A coffee and hot water device could be required to meet the needs of this particular product.</p>	S
Measurement Monitoring and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	<p>Health and wellbeing are promoted on the webpage however there are no links connected clearly. This could be improved with sign-up and interactive links. Further information could be distributed to the other third-party operators.</p> <p>The centre average age of the users at the centre was 46 which is above the national average. Employing an older fitness professional within the gym could attract more users and form a common bond with the centre's older clientele. This has proved very successful in the past and could be considered by the operations team.</p>	G
Measurement Monitoring and Review	Can you demonstrate that you have proactively engaged with partners to develop, improve and deliver effective services to tackle inequalities?	<p>It was discussed at length with regards to the area having the lowest 20 deprivation in the UK and the current pricing policy for the operator. There is no current concession rate available for residents on low income or wishing any type of off-peak package. This could be considered in the future to encourage those to take up affordable activities. This has proved very successful in the UK and could be managed online through the Gladstone membership management system.</p>	G
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	<p>The centre was able to evidence there were 26 on the One You programme, and 25 on the £25.00 live membership platform, however tracking for long-term members was not available. This could be reviewed to ascertain how long users who were on the scheme are participating or just pay as you go.</p> <p>27% of referrals have been retained to membership, which means 73% opted out after the referral process ended after the 12 weeks. The reason why this has not been taken up has not been explored further. Some organisations charge a lower membership rate of £12.00 per month after the initial 12-week programme has ended, and then their payment goes up incrementally each year. This has proven very successful in retaining customers after the initial 12-week programme.</p> <p>The centre could look at exit surveys for users and non-users of the centre to evaluate the service and value for money as well as the reason why they are not active.</p>	S

SECTION	QUESTION	STRENGTH
Mystery Visit	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	<p>When I visited the webpage for the first time, I was instantly taken by the use of block colours and images to section off different pieces of information. I liked the approach of less is more in terms of words, as I found myself easily moving from section to section on the homepage gathering the key information.</p> <p>I felt any leisure newbie would find it easy to find the telephone number, email, address, opening times, pricing and key timetable information. I liked the way that images of the community participating in some of the health and wellbeing programmes were really effective. The photos of the facilities really showcased what was</p>

		<p>on offer at the facility, the images just made it look inviting and not too big or off-putting for any nervous new customers.</p> <p>I found the page on pricing easy to come by and the simplistic approach I thought was a real bonus for any potential new customer, it was noted that discounts were provided for those on benefits. It was also very clear and easy on how to become a member.</p> <p>On the Facebook page team members were seen to be showcasing their favourite Christmas jumpers and also decorating the Christmas tree which I felt showed they were in touch with the community.</p>
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	<p>I felt there was a real community engagement with the programming of "Ageless and Agile", LIIT, adult swimming lessons and a weekly wellbeing walk.</p> <p>I also found information on the "Exercise on prescription" scheme and that advice on nutrition was also available, albeit at a cost.</p> <p>In the pool programme, I noted a weekly "Quiet Swim" along with a balance of daytime activity for "50 plus", public swimming and daytime aqua aerobics.</p>
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	<p>Prior to the visit, I checked out the facilities webpage to see what information I could find relating to accessibility. I quickly found a statement which informed me that the gym and pool were fully accessible which included specialist equipment, toilets and changing facilities. I liked the image that showed the location of the disabled parking bays and it also stated that parent and child spaces were available.</p> <p>In the footer of the website, I did find an Accessibility link, which gave you the option of changing the contrast and text size.</p> <p>When I arrived at the facility disabled parking was clearly signed from the main car park and again outside the entrance, it was good to see that it was not being abused during the visit.</p>
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	The contract has a 5-year business plan with a supporting strategy plan to tackle inequalities within the document.
Plan	Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff?	
Do	Are sufficient resources allocated to deliver, embed, and communicate the business plan to workforce and partners?	<p>Tracey Wilkinson was the Lifestyle Partnership Manager whose remit was health improvement and exercise referral. Signposting residents into activities not just in the gym.</p> <p>Exercise prescription was active at the centre, as well as the One You link in Cheshire, Age UK, Lincolnshire County Council, Police intervention link, for registering carers, NHS and mental health transformation.</p>
Do	Does insight and consultation inform procurement to ensure sufficient and suitable inclusive equipment is available?	Horncastle Pool operates a 'Quiet Swimming' day on Tuesdays and Thursdays. This had been well received by its users.
Measurement and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	<p>East Lindsey Quality of Life Group which has 50 prime partners within North England, included national funding updates and Dementia in the community.</p> <p>Dementia in Horncastle is currently the main group that Tracey Wilkinson Chairs and has a passion for. This was great evidence on the day.</p>
Measurement and Review	Can you demonstrate that you have proactively engaged with partners to develop, improve and deliver effective services to tackle inequalities?	Sporting memories were used to support dementia and the centre operates a walking-led session from within the centre.
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	

PEOPLE - Customer Journey

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Was the interaction with the team positive and enthusiastic?		E
Mystery Visit	Were the team knowledgeable and informative?		E
Mystery Visit	Are enquiries and feedback made via the website or social media positively dealt with?	Web contact comment two - As of 9 December my review has not been acknowledged by the facility. Web contact comment three - As of 9 December I have not had a response to my email re: possible pool hire.	S
Mystery Visit	Are enquiries made by telephone positively dealt with?	Telephone contact three - The only minor area for improvement I felt could have made this call better would have been if the staff member had taken the lead on the conversation. It felt like I was taking the lead.	VG
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	On the webpage, there were still links to COVID-19 that were last updated on 25 March 2021. I reviewed the Facebook page for the previous month and only found two posts which had any images of the community using the facility and there were no video clips of "live-action" or testimonials from the local community. There was a heavy push towards promotions and sales which put me off. On Instagram, I found there were a lot of block images relating to Black Friday or promotions rather than images/ videos of the community using the facilities or team members highlighting key features. The YouTube page did not appear to have been updated with anything community-based for some time.	S
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.		E
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?		E
Mystery Visit	Are team members well-presented and visible?		E
Plan	How do you plan to ensure that all customer's expectations are met?		E
Do	How do you ensure that team members are trained to exceed customer expectations?	The centre has had no recent training on how to deliver excellent or exceed in customer service, especially when staffing has been reduced to support the financial constraints of the organisation. The centre could invite a specialist provider to deliver an ongoing programme of customer experience training to staff. The programme and training could include the development of a central service champion, trained to deliver further training to the facility team.	G
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?	With the minimum staffing levels gym Instructors are not always present in the gym due to their other responsibilities. This could affect the attrition rates moving forward. The centre could consider two-hour slots between 12.00 and 14.00 and then from 16.00 and 20.00 Monday to Thursday for a trial period and a desired period on the weekend. During the visit, several customers asked the team for a hot drinks vend., however, there is no hot drinks vend in place which is a shame. This could be actioned and put in place as there appears to be a demand.	G
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?	You said We Did could be implemented on the TVs around the centre and more testimonials could be encouraged as the centre has that community feel and during the visit witnessed great interaction between the staff and customers. There were no testimonials within the centre which was a shame, however, the team had some great stories from customers which could be promoted and could be used as a marketing tool.	G
Measurement Monitoring and Review	How does the organisation measure, monitor and review the effectiveness of your customer journey?	8% is the current attrition rate which is above the national attrition rate which identifies further work could be considered for retaining customers especially if the gym is not always manned. Only 403 live members were on the swim programme. Further marketing of the 'Go Learn' programme could be considered to increase awareness. The team stated there were no issues with attracting swim teachers therefore the programme could grow easily. In addition, the Otter Swim Club also manages a historical swimming programme within the centre on several days a week. The numbers of their programme are unknown. A deep dive into the Otters programme to benefit the centre in understanding how they could complete and attract new users into the centre's own 'Learn to Swim Programme'. Finally, a purposeful marketing plan could be improved for the centre, for the swimming provision within the centre. The centre has a competitive all-inclusive rate for members at £26.00 per month for gym, swimming and aerobic classes however with competitors with pop-up pools for learn-to-swim customers within the local area a further review could be considered.	G
Impact and Outcomes	Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?	The centre does not offer any off-peak memberships. This option could be discussed as a long-term objective. Although a review process was in place headed up by the operations manager, relevant possible milestones/ KPIs could also be used. The centre could develop good practice SMART methods to measure and review customer care standards. Some organisations use milestones/ KPIs to track progress towards a longer-term outcome. Finally, there was only limited evidence that customer comments are followed up to check the issues have been addressed.	G

SECTION	QUESTION	STRENGTH
Mystery Visit	Was the interaction with the team positive and enthusiastic?	<p>Face to Face one - Ryan immediately took the lead in our conversation. He asked me what classes I enjoyed and then explained how far each location was from the facility. We got onto talking about memberships and he explained the benefits and was positive about the other facilities in the group. He listened to what I was looking for and matched them to the facilities, without making me feel under pressure. He made the membership package sound very attractive. Ryan came across as professional and genuinely wanted to help me. Great interaction.</p> <p>Face to Face two - I asked about the "Ageless and Agile" session. Sam showed a real enthusiasm for the session. He told me all about the activities, showed me where they sat for a coffee and reassured me that my Mum being 70 would be very welcome. I thought it was great that he knew some of the group by name and explained how some participants came to the facility to swim outside of the group. I was left with no doubt that my Mum would be very welcome.</p>
Mystery Visit	Were the team knowledgeable and informative?	Face to Face one - The staff member appeared to be on their way to another part of the facility, however, they stopped and happily engaged me in conversation. I was asked if my daughter could swim continuous lengths without stopping, I explained that she was a club swimmer where we lived and the staff member informed me that would be fine. I really liked their attitude, I could see they were clearly on their way to another part of the facility but they stopped and made sure we had a meaningful conversation before they moved on. Great service.
Mystery Visit	Are enquiries and feedback made via the website or social media positively dealt with?	Web contact comment one - I was pleased to get a response to my question within 48 hours. The response was spot on, not only was my question answered I was also given comprehensive information about the sessions and given an email address if I had any further questions. Great service.
Mystery Visit	Are enquiries made by telephone positively dealt with?	<p>Telephone contact one - Darcy was amazing. She was incredibly patient when discussing my son's medical condition and showed a genuine desire to help find the right lessons for my son. I was asked if he had any swimming experience, had been to the facility already and even suggested a "trial day". We settled on a Saturday morning possibly being the best option and was also given the DD price. Great service.</p> <p>Telephone contact two - I made an enquiry about the exercise on prescription scheme. Ross was very knowledgeable, he explained how the scheme worked, and what facilities I could access and reassured me that team members were around most days to help and support me. Great call.</p> <p>Telephone contact three - The staff member was able to provide answers to my questions without hesitation. I was advised on the age for admission, what equipment they were permitted to use at a particular age and when that changed. I was given prices and advised I could join online.</p> <p>Telephone contact four - I was really impressed with Adam, he asked how old my daughter was and how long she had been swimming in her current club. He assured me that there were lots of swimmers that age and made me feel like the club would welcome her. I was advised that the best way to contact the club would be via Facebook. Great call.</p> <p>Telephone contact five - Adam was very forthcoming during our conversation. He gave me the price for the family membership of two children and two adults, he explained what ages the children could use different equipment in the gym. He also engaged me in conversation about activities my wife and I were interested in and matched those to the facility. He showed great knowledge and was really upbeat and engaging.</p>
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	<p>On the webpage, I found the Christmas timetables and opening times at least two weeks in advance and closed on 13 - 15 December for maintenance. These were provided in block red, which really grabbed my attention.</p> <p>At the top of the webpage, there were links to Facebook, Instagram and YouTube, these were given a high-profile location and were in good working order.</p>
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	<p>I thought the quality and availability of information for customers at the facility was excellent.</p> <p>As I approached the facility from the car park a banner promoting the activities available was neatly attached to the bridge. The banner was in good condition, the images and colours were bright and it grabbed my attention. As I got closer to the facility entrance I was really impressed with the Horncastle sign and the covered A0 board which provided key information.</p> <p>Internally the high standards continued, I liked the corporate floor mat on entry and the Magna Vitae sign on the front of the reception desk. They both looked very professional. As I toured the facility the notice boards were themed with professional posters and information, it was all easy on the eye and well-spaced to make sure my senses did not feel like they had been hit by a bus by the time I left!</p> <p>I liked the fact that there were no black-and-white photocopied posters stuck to doors or walls.</p> <p>I found all internal signage to be presented using the corporate colours and logo, it looked very professional throughout.</p>
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?	<p>When I approached the reception desk and asked for a gym workout the staff member asked for my MV card. When I explained that I did not have one she stated that she would need to take some details from me. She did not make it sound like it was a pain for her, she simply stated "It won't take me a minute."</p> <p>All of my personal details were captured including my mobile number and email address. The process did only take her a minute and she smiled and engaged me in conversation throughout. Painless</p>
Mystery Visit	Are team members well-presented and visible?	<p>Throughout my time at the facility, I never felt like I was far from a team member. The reception desk had a presence throughout and team members were seen circulating the facilities and chatting to members in a professional, friendly manner.</p> <p>All team members stood out like a thumb that had just had an engagement with a hammer! The magna vitae uniform looked professional and nobody looked like they had been through the lost property box as they had forgotten their top. The uniform was well-pressed, clean and fresh-looking.</p> <p>The team members were well-presented, they were clean-shaven and hair was neatly presented. Nobody was seen yawning, looking disengaged or rubbing sleep from their eyes.</p>
Plan	How do you plan to ensure that all customer's expectations are met?	<p>There is a staff training plan in place and services are planned and supported with a live SIP in place which is rag-rated.</p> <p>The customer charter is displayed at the front of reception A1 size in a frame, which meant it was visible to everyone entering the building. The charter can also be found on the website.</p>
Do	How do you ensure that team members are trained to exceed customer expectations?	All staff can sell memberships and deal with enquiries due to the small team at the centre which included lifeguards, operational staff as well as gym staff.
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?	
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?	
Measurement Monitoring and Review	How does the organisation measure, monitor and review the effectiveness of your customer journey?	Gladstone is used to measure and monitor the centre's performance. These include yield, income and members' length of stay.
Impact and	Can the facility demonstrate that their approach to the	



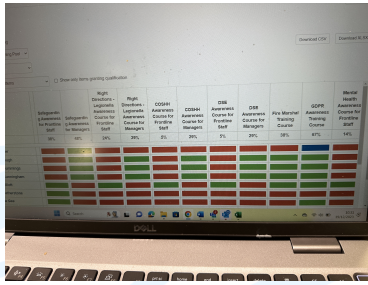
OPERATIONS - Operational Management

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?		E
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	As I approached the facility I noticed the wheelie bins on my left, they did not appear to be secured. In the same area there was a wooden pallet and other discarded pieces of wood which looked a little untidy. In the entrance lobby an A1 external advertising display appeared to have been forgotten to have been put outside. In the gym under the free weights rack there were a couple of matts, barbell and other equipment being stored. It wasn't a trip hazard, just looked a little untidy.	VG
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?		E
Mystery Visit	Is the facility clean?		E
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	I don't recall seeing a hot drinks vending machine.	VG
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?		E
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	The electrical dryside certification was out of date and unsatisfactory at the time of the visit with CAT 2s outstanding and the relevant paperwork could not be found. This may have been avoided if the council and the operator could share a read-only document drive to avoid any delay in paperwork and certification failures. Tech force system is used by the council however the schedule viewed was not up to date. A review of outstanding items which have passed their delivery date could be discussed between the operator and the facility management team and then fed back to the centre team to understand the reasons for the delays.	G
Do	There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)	The centre has recently gone through a restructuring process which now reduces the number of Lifeguards and Operational Staff to deliver on Cleaning and Hygiene. Although there is a detailed staff cleaning matrix in place which is mainly carried out by the Lifeguard, Reception and Fitness Instructors the list gives all areas a 30-minute window per changeover. Some areas would require less than 30 minutes and some more. The operational team may want to revise the cleaning of specific areas, the breakdown could include how to clean, the materials used, and the specific time allocated to complete each task. Introducing a best practice guideline would ultimately improve the output of the team, thus ensuring the task was completed competently.	VG
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)	The Magna Vitae organisation training matrix was evidenced and some staff on the training matrix had red lines where the training was not complete or not updated by the HR team. This could be reviewed to identify those who had completed the training but their records were not updated. These include mandatory modules such as safeguarding. (photo)	G
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	East Lindsey District Council support the maintenance of the facility with an SLA. There are some unknown ambiguities with some areas of repairs which could be identified and confirmed. For example, the pool filtration pressure valves were at fault or in need of a backwash and five showers were not in use due to a water supply issue. The timeline of repair could not be ascertained using the fault log, therefore an update could be considered from the facility management team within the council. (photo) Showers not working, this was logged however the timeline was not identified and the repairs were incomplete.	VG
Measurement Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	A condition survey was in place dated 2020 with a plan for the next five years, however, the survey has not identified what could be done to reduce the risk and protect the centre long term. The centre has no turnstiles or self-service swipe system in place. This means when the centre is busy customers can just walk in without paying, therefore acting as an open-door policy which customers can use for free. A turnstile operation system could be installed for security and financial protection. PPE and spill kit equipment were located inside the plant room. This should be maintained outside the room. The gym's main door is not accessible for wheelchair users due to the door opening function. This could be implemented by a door button opening system.	G
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	The centre still has in operation the old pool rescue spinal boards. These boards required 5 lifeguards to effectively complete a spinal rescue. Most operators use a PXB rescue board. Given the limited staff working within the centre of three per shift, this could aid the centre in its operations and the safety of its customers.	VG

"OPERATIONS - Operational Management" AFI IMAGES

Q: What training takes place to ensure that you are competent? (Challenge for the operational staff)



Q: Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?



Q: Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?



SECTION	QUESTION	STRENGTH
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Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>I am no building surveyor but I got the feeling that the facility was no spring chicken. I was therefore even more impressed with the condition of the facility and its fixtures and fittings.</p> <p>On the approach to the facility the walkway was free of any defects capable of providing a trip hazard, the brickwork was neatly presented and there were no obvious defects to the roof or guttering.</p> <p>Internally I found the reception and main walkway to be immaculate, the flooring was faultless, the lighting made the space feel more spacious than it was and the decor neatly presented. I thought the "feature wall" which had been left as brick was great, you don't see many like that anymore and it really made the customer information on that wall stand out.</p> <p>In the male dry changing rooms the benching was neat and the clothes hooks were all in place. The shower fittings were all neatly secured and not one tile was cracked, chipped or missing. It was great to see no "Out of order" posters on the lockers or vanity unit.</p> <p>In the gym the wooden laminate floor had no cracks the size of the Grand Canyon and the lighting would not have been suitable for a Halloween grotto! The cushioned flooring in the free weights area was also neatly secured, no trip hazards were present and there were no splits/ tears from dropped weights.</p> <p>I managed to get a glimpse of the swimming pool, again I found the lighting to be in good order and there were no telltale signs of hazard tape or cones covering cracked tiles.</p> <p>The facility was very well maintained and loved.</p>
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	<p>I was very impressed with the team for keeping the reception area and internal walkway clear of clutter as in the words of Del Boy the area is "compact and bijou". The reception desk was not stacked up with files, coffee cups or lunch leftovers and there was no equipment or chairs strewn around the internal walkway or swimming pool viewing area.</p> <p>On the poolside, equipment not required for the lane swim was stored so as not to cause a trip hazard for a customer or team member.</p> <p>In the gym, no free weights had ventured into the fixed resistance area for a chat and the cardio equipment was well spaced for access and to ensure you didn't feel another customer's heavy breathing on the back of your neck!</p> <p>During my time at the facility, I did not see any cleaning chemicals or equipment that had been left abandoned mid-job in a customer area and all staff areas were secured.</p>
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	<p>During the visit, I used the male dry changing rooms. They may not be the biggest I have set foot in, but they were perfectly adequate for the operation whilst I was at the facility. The shower offered privacy, a neat vanity unit was provided, benching and clothes hooks were all well presented and there were plenty of lockers available. I also found the toilet to be well stocked with amenities and again felt suitable for demand.</p> <p>I thought the location of the dry and wet changing facilities was perfect for the intended activity the customer was going to partake in and ensured the gym users didn't get wet socks wet when changing their footwear, heaven forbid!</p>
Mystery Visit	Is the facility clean?	<p>I would suggest that you would need a pair of snooker referee's gloves and a magnifying glass to find any cleanliness issues at this facility. From the moment I left my car to the point when I returned, I saw no areas in need of attention.</p> <p>The car park and walkway to the facility had no discarded litter in it and there was no graffiti adorning the external fabrication of the building. The glass on the entrance doors did not look like it had been attacked by a group of toddlers and no spiders were showcasing their artwork above the door frame.</p> <p>All internal walkways were free from any trainer debris and notice boards and signage were free from any build-up of dust.</p> <p>In the male dry changing rooms the tiles had no yellow tinge of body fat to make me feel ill and the shower heads were free from limescale. The changing benches had no build-up of dust and no sock fluff on the floor.</p>

		<p>During my workout, I used a variety of cardio, fixed-resistance and free-weight benches. All of the equipment was immaculate, there was no dried sweat, trainer debris or build-up of dust to be found. Customers were seen to be taking the wipes from the dispenser and diligently cleaning down the piece of equipment that they had just used.</p> <p>Whilst in the swimming pool viewing area there were no crisp crumbs or chocolate flakes on the floor and the area around the poolside was free from any rotting plasters or kickboard debris.</p> <p>Great job team.</p>
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	<p>I thought the facility was making the most of the space available for swimming-related retail lines. The area behind the reception was attractively displayed and showcased a number of toys available for children as well as those essential swim nappies. On the wall opposite the desk the limited wall space was being maximised with a great display of goggles, these were suitable for children and adults.</p> <p>The vending machine in the swimming pool viewing area was well-stocked with a range of snacks.</p>
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	Horncastle Pool has a maintenance schedule in place which covered statutory and general maintenance. Most items were picked up by the council within the SLA between both parties.
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	Annual servicing was available which included £8,000 for repairs, based on the age of the building.
Do	There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)	'The 'Staffmis' operational system was used as part of the housekeeping programme and was seen as a big improvement on the previous operating system.
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)	All Duty Managers had PPO qualifications and a separate FAAW. All lifeguards had their NPLQ and Induction process in place, including safeguarding, GDPR and other key modules.
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	The centre management team managed external classes from the centre which had been very successful, of which there are 5 aquafit sessions and 15 operated locally in a local hall.
Measurement Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	<p>Audits from Quest, NPS score, client visits, and Director of Operations Action List from their walkaround form part of the organisation and centre monitoring and review procedures.</p> <p>Paul Marper is the Operations Manager for three centres within the region and supported the region operationally. Previously his position was operations manager at Meridian Centre.</p>
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	<p>NPS score of 70 which was way above the national average. The organisation average is 59 and the National average is 27.</p> <p>A customer experience award for the centre was evidenced. This was a national award given out in 2022. Well done team on the award. The centre must therefore maintain its high standard in the forthcoming years.</p>

PEOPLE - Managing the Team

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Do the team appear to be well-managed and carry out their duties and activities in a professional manner?		E
Mystery Visit	Did the activity that you took part in feel safe and enjoyable?		E
Plan	How do you plan to communicate with your staff to ensure that they remain well-informed?	The centre delivers information using WhatsApp for rota changes and other levels of quick communication. Some operators use a direct staff APP that includes staff blueprint rotas and payments. This could be considered as part of a technology improvement system.	VG
Plan	How do you plan to deliver training and development for your staff and volunteers?	A relief Duty Manager position could be considered instead of a supervisor position as they are responsible for the centre and customers could relate more effectively when challenged.	VG
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?	The centre had no recent training on how to deliver excellent customer service, especially when staffing has been reduced to support the financial constraints of the council. The centre could employ a specialist provider to deliver an ongoing programme of customer experience training to staff. The programme and training could include the development of a central service champion, trained to deliver further training to the onsite team. External Group Exercise instructors have no appraisals or one-to-ones. This could be implemented with also CPDs as part of their development pathway.	G
Do	Do you have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained?	There is no inclusion policy in place within the organisation. This could be implemented as part of best practice. These types of policies are found on the Government website template for policies and procedures. These templates could easily be adapted to the organisation.	G
Do	How do you ensure that the workforce is inclusive and representative of the local and served community?		E
Measurement Monitoring and Review	How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?	Staff surveys are in place, for Horncastle Pool, however, staff have their names attached so it would be unclear if their true intentions and feelings are upheld or documented. Staffing issues are currently discussed on 'WhatsApp which is not the safest way to communicate on. Some organisations have a staff APP online for sending clear messages, finding staff cover and distributing rotas. This could be considered by the organisation for 2024.	G
Measurement Monitoring and Review	How do you measure, monitor and review the professional development and performance of your staff and volunteers?	With no dedicated Sales Team in place, the Management Team may wish to review if there is a long-term detrimental effect on the business. The current operational staffing structure consists of two Duty Managers and two key holders/ supervisors. Some organisations have put in place a position between Duty Manager and General Manager as they acknowledge a skills gap and a big jump in responsibilities and product knowledge. The same applies to the roles of a Lifeguard to a Duty Manager role. Some organisations have put in a senior recreation position or similar, to educate in the transition to becoming a Duty Manager.	G
Impact and Outcomes	Can you demonstrate that leaders promote innovation, creativity, and enterprise and develop high morale?	Horncastle Leisure Pool operates with no Gym Operations Manager or Assistant Manager within the centre, just two operational Duty Managers. This could be reviewed in 2024 for a structure review. The senior leadership team could look at appointing a Lead Manager within the centre to act as one point of call and to develop their skills in managing a team and accountability and report directly to the regional operations manager. Long-term professional pathways could be considered, currently, there is nothing in place. Some organisations have implemented a management academy to attract academic staff into the leisure industry. This involves a two-year training plan with qualifications and on completion a position as a manager in waiting. Then, when a position comes up they can slot straight into the role.	G

SECTION	QUESTION	STRENGTH
Mystery Visit	Do the team appear to be well-managed and carry out their duties and activities in a professional manner?	<p>There was a real sense of purpose about the team during the visit, all team members were carrying out their duties in a professional manner. I interacted with some team members and listened to others interacting with other customers, they were knowledgeable and friendly in their approach. There was a relaxed feel to the facility which I felt was down to the attitude of the team and the welcome they were providing.</p> <p>A team member was always present at reception, I noted a couple of membership enquiries being handled professionally and with a smile. I liked the light-hearted banter that was taking place, "I am going to need to get more tablets for all these memberships to sign up!" It was appropriate and made the joining members laugh.</p> <p>I was able to observe two different Lifeguards sitting in the chair, both of them looked like they had a broom down their back and couldn't have been more focused if they were a hawk hovering over a field mouse at dinner time!</p> <p>When I witnessed team members walking around the facility they did so with their heads up, smiled and said "Hi" to customers, many of whom they knew on first-name terms. At no point did I see the reception desk being used as a gossip station nor did I see a staff member on their phone checking their latest Snapchat or social media feed.</p>

Mystery Visit	Did the activity that you took part in feel safe and enjoyable?	<p>When I asked for a gym session and the Receptionist established I had not been to the facility before I was asked to complete a form. On completion of the form, she took me to the gym and pointed out the male dry changing rooms on the way. On entering the gym we quickly walked around and she pointed out the cardio, resistance and free weight areas.</p> <p>She asked if I had used gyms regularly and if I wanted to be shown anything in particular or if I was happy to be left on my own. I declined the offer of assistance and she told me to attend reception if I changed my mind.</p> <p>Before leaving me she showed me where the wipes were located and encouraged me to wipe down after use and also where I could fill my water bottle.</p> <p>I was really impressed with her attitude and attention to detail, she clearly cared about my experience which sadly I don't get at all the facilities I visit.</p>
Plan	How do you plan to communicate with your staff to ensure that they remain well-informed?	Monthly staff meetings and notice boards, Staff newsletter, CEO staff socials and Magnet 'Staffmis' are all used to communicate and to keep the staff well informed.
Plan	How do you plan to deliver training and development for your staff and volunteers?	Appraisals were performed annually and a training requirement plan was produced if required or requested.
Do	How do you ensure that staff are qualified to national industry standards?	All staff within the organisation and centre had nationally recognised qualifications to meet their required position.
Do	How do you ensure that contracted staff and regular casual staff have one-to-one opportunities to discuss performance, wellbeing and personal development?	All contracted staff and regular casual staff have one-to-one opportunities to discuss performance, wellbeing and personal development.
Do	Do you have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained?	The organisation does have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained.
Do	How do you ensure that the workforce is inclusive and representative of the local and served community?	The workforce was inclusive and representative of the local and served community. The organisation also promoted employability within the community and regularly took on people who were not employed into employment.
Measurement and Review	How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?	The company recently completed a pay review and found the staff pay was not as competitive as other organisations within the region. An 8% salary increase in April 2023 to maintain the standards above the minimum wage across all staffing levels. This uplift was picked up in staff interviews as the biggest positive contribution factor in 2023.
Measurement and Review	How do you measure, monitor and review the professional development and performance of your staff and volunteers?	<p>Health and Safety, personal development and wellbeing survey was produced in 2023. The review process was now under review and an action plan will be produced with HR.</p> <p>Darcy Elliot came under the employability programme under a funded scheme. Darcy was now a qualified lifeguard and worked at two of the Magna Vitae facilities.</p>
Impact and Outcomes	Can you demonstrate that leaders promote innovation, creativity, and enterprise and develop high morale?	The organisation identified a key role in operations with Paul Marper overseeing the three centres as a regional operations manager which the three centres' operations team report into. The team stated the position had made a positive impact across the partnership regarding Operations and Health and Safety Management.

OPERATIONS - Environmental Management

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Is 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>Prior to the visit, I took a look at the website to see if there was any information about public transport links or local cycle routes to the facility but I could not seem to find anything.</p> <p>As I approached the facility I noted that bike racks were available, however they did not provide any cover from inclement weather.</p>	G
Mystery Visit	Does the facility promote their environmental sustainability policies?		E
Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?		E
Plan	How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?		E
Do	Is there a positive environmental management culture?	E-Learning APP could be introduced online instead of a paper learning programme which is currently in place. This could reach an audience that could include casuals and group exercise leads who operate outside the main building.	E
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>Many operators who have free car parks have introduced vehicle fast charging points into their car parks for customers. This has proven a welcomed success for electric car owners. In addition, the organisation could benefit financially from the installation.</p> <p>There are currently only four cycle lock points outside the centre with no shelter attached. Increasing the cycle racks and provision for covers could attract other users to travel by cycle to the centre.</p>	VG
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	Rainwater and backwashing water could be fed back into the facility for toilet flushing to further demonstrate their ability to recycle.	VG

SECTION	QUESTION	STRENGTH
Mystery Visit	Is a Display Energy Certificate (DEC) displayed and in date?	The DEC was noted on the environmental board with an expiry date of 15-06 -2024.
Mystery Visit	Are the environmental conditions acceptable?	<p>I found environmental conditions to be excellent during the visit.</p> <p>I found the air temperature in the reception area, internal walkway and swimming pool viewing area to be comfortable, I also liked the lighting levels in these areas as it made the space feel bigger.</p> <p>I managed to observe some customers' swimming lengths, it's fair to say they did not look like they were aiming for the GB squad. They were recreational swimmers who appeared to be enjoying their session, there was no sign of blue lips or fingertips and were comfortable stopping at the shallow end for a quick chat before starting again.</p> <p>In the gym I used the cardio equipment as well as doing some resistance work, I found the air temperature to be suitable for both. I did not feel like I was about to implode whilst on the bike or turn out in goosebumps when sat on a weight bench. There were a number of other customers also using the gym, these were also happy to stop and chat with each other in between machines or sets. Again I felt the lighting levels provided a bright and welcoming feel to the room.</p> <p>I used the male changing room after my workout for a shower, the water temperature was ideal I just wished I had more hair to wash so I could have stayed in there longer! After my shower, the air temperature ensured I did not break back out into a sweat or sit there shivering as I tried to get dressed.</p>
Mystery Visit	Can customers easily get to the facility without driving?	<p>On reviewing Google Maps I found that the facility was a five-minute walk from the nearest bus stop and there was a registered walking route which ran alongside the river to the facility. It would appear that this would also be ideal for cyclists to access the facility.</p> <p>The facility appeared to be close to the town centre and also a number of residential areas.</p> <p>During the visit, I noted a bus timetable on the environmental notice board.</p>
Mystery Visit	Does the facility promote their environmental sustainability policies?	<p>I saw the Environmental Commitment on the themed notice board. I felt the layout and detail were really customer friendly, written and presented in a way that ensured you didn't have to be a scientist to understand it!</p> <p>I liked the fact that the corporate objective was at the top of the page with the remainder of the information being provided about the facility and divided into what had been done, what was available on site and what the future plans were.</p>

All on one page of A4, excellent.

Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?	I thought the facility had a real focus on providing recycling opportunities for the community. On the environmental board, a poster explained what could go into the dry mixed recycling bin and a paper recycling bin was clearly signed close by. In another area, I found a swimming pool waste recycling bin, the colour of the bin and the fact that it was made out of cardboard really caught my attention.
Plan	How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?	The centre was able to demonstrate a 153,123kgCO2e carbon consumption footprint and the cost savings it had made in the process. An environmental commitment notice board was in place to support the centre's plan. (photo)
Do	Is there a positive environmental management culture?	There was a positive environmental management culture within the centre and the organisation. The culture was embedded not only within the organisation but the council as well. These included inverters for the pool circulation pumps, lagging around pipes, LED lighting and solar panels on the roof. An environmental working group was in place and included an environmental champion for the centre.
Do	Is there a system in place to ensure that hazardous, clinical, and medical waste is disposed of correctly, with records maintained?	PHS was the supplier of hazardous, clinical, and medical waste disposed of correctly, with records maintained at the head office.
Measurement, Monitoring and Review	How does the facility measure, monitor and review the effectiveness of their approach to environmental management?	Solar panels on the roof 27 PV system, solar log records over an internet portal. Export payment and feedback payment were all in place. There was no battery storage available due to the high levels required to heat the pool.
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	The centre was able to evidence 45,000 savings in kilo-watt hours, against the previous year and further reductions are forecast for the next coming year, well done.

"OPERATIONS - Environmental Management" STRENGTH IMAGES

Q: How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?



Q: How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?



OPERATIONS - Compliance Declaration

SECTION	BAND
All	Pass

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
All	Health and Safety Management System		Y
All	Health and Safety Policy Statement		Y
All	Employers and Public Liability Insurance Certificate		Y
All	Fixed Electrical Installation Inspection Certificate (Dry-Side)	Last update 9 December 2021, Unsatisfactory. Received Satisfactory certificate in the Quest Office, dated 9 December 2022.	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	Non Passenger Lifts, Hoists and Work Platforms Examination and Inspection		Y
All	Safeguarding		Y

SECTION	QUESTION	STRENGTH
All	Health and Safety Management System	Last update October 2023.
All	Health and Safety Policy Statement	Last update 18 November 2023.
All	Employers and Public Liability Insurance Certificate	Expiry date 1 July 2024.
All	Fixed Electrical Installation Inspection Certificate (Dry-Side)	
All	Fixed Electrical Installation Inspection Certificate (Wet-Side)	Last update 27 October 2023.
All	Risk Assessments	Last update 1 December 2023.
All	Fire Risk Assessment (Site-Specific)	Last update 1 February 2022.
All	Control of Substances Hazardous to Health (COSHH) Assessments and Safety Data Sheets (SDS)	Last update 31 May 2023.
All	Emergency Action Plan/Procedures	Last update 28 August 2023.
All	Emergency Lighting Test Certificate and Service Records	Last update August 2023.
All	Fire Alarm Test Certificate and Service Records	Last update August 2023.
All	Asbestos Survey/Register	Last survey 14 February 2011 (no Asbestos on the premises).

All	Legionella Risk Assessment	Last update 28 November 2023.
All	Gas Boiler Service Records	Last update 1 June 2023.
All	Non Passenger Lifts, Hoists and Work Platforms Examination and Inspection	Last update 23 November 2023 (Pool Hoist)
All	Safeguarding	Last update 25 January 2023.

GPLUS - Engaging with Young People 12-19 years

SECTION	BAND
Plan	Excellent
Do	Satisfactory
Measure	Satisfactory
Review	Satisfactory
Impact	Satisfactory

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	Are priorities and objectives identified to increase participation amongst young people and to engage those who are inactive?		E
Do	Is there joint working with other service providers to widen and enhance the offer and build links between different activities, services and levels of progression for younger people?	<p>There is very little joint working with other service providers to widen and enhance the offer and build links between different activities, services and levels of progression for younger people. The HAV is currently not in operation within the centre, however, it operates in the borough at other centres. The centre could look at using the hub hall near the centre, they could deliver an activity plan to incorporate the HAV project at the centre. The hall is currently used for group exercise classes by the centre therefore could be suitable for delivering the HAV project in 2024.</p> <p>Strength training for girls could be encouraged for girls in sports as this is an activity promoted by Sport England.</p>	G
Do	Are high quality opportunities provided and is widening access into sport and physical activity proactively provided for young people?	<p>Syronised swimming could be offered in the future. Sport England could provide support and expert instructors to facilitate the activity.</p> <p>Martial arts activities could be run through the nearby 'Hub hall' centre in the future along with other programmes.</p>	S
Measure	Are there precise measurement tools in place with clear targets to evidence you young people are engaged, participating and progressing in sport and physical activity?	There are minimal measurement tools in place with clear targets to evidence young people are engaged, participating and progressing in sports and physical activity due to the lack of programmed activity within the centre. The third-party partners who use the centre such as the swim club could also exchange their data on young people attending their sessions.	S
Review	Is it demonstrated that new learning, innovation and continuous improvement is shaping services, and are young people involved?	<p>Junior gym users can now use the gym at any time during the day or evening after a review of the programme. There has now been an increase in use and memberships. However, the gym is not always manned therefore there is an imminent risk to those working out unsupervised. Further control and supervision methods could be considered.</p> <p>Young offender's activity offerings could be introduced with the police and probation services. Currently, there is nothing in place within the community or centre.</p> <p>Structured gym circuit activities for boys and girls in the gym could also be considered as part of a programme review. In addition, the Hub Hall could also be considered and therefore increase the programming for this group.</p>	S
Impact	Is there evidence of the positive impact of the interventions on young people in terms of their lifestyles, health and wellbeing, personal development and skills?	There was minimum evidence of the positive impact of the interventions on young people in terms of their lifestyles, health and well-being, personal development and skills. Surveys could be promoted and reviewed for swimmers, junior classes and junior gym users in the future.	S

SECTION	QUESTION	STRENGTH
Plan	Are priorities and objectives identified to increase participation amongst young people and to engage those who are inactive?	<p>The corporate strategic plan also referred to increasing activities for those aged between 12- 19 years old and linked in with the objectives of the council framework.</p> <p>The 'GAME' programme was created on the back of the Sport England programme to engage with people from 13 -16 years old. This funded planned activities involved gym and swimming within the centre, one day a week for six weeks.</p>
Do	Is there joint working with other service providers to widen and enhance the offer and build links between different activities, services and levels of progression for younger people?	
Do	Are high quality opportunities provided and is widening access into sport and physical activity proactively provided for young people?	'Your Move Your Way' was a programme to be rolled out in January 2024 across the partnership which consists of activities from swimming, and coaching courses.
Measure	Are there precise measurement tools in place with clear targets to evidence you young people are engaged, participating and progressing in sport and physical activity?	
Review	Is it demonstrated that new learning, innovation and continuous improvement is	

shaping services, and are young people involved?

Impact Is there evidence of the positive impact of the interventions on young people in terms of their lifestyles, health and wellbeing, personal development and skills?



GPLUS - Exercise Referral Standard

SECTION	BAND
Essential	Pass
Scheme Safety	Excellent
Scheme Delivery	Good
Information sharing and the provision of information	Excellent
Scheme monitoring and evaluation	Good

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Essential	Scheme operated by appropriately trained professionals who hold relevant qualifications; is a member of a valid body and is covered by a valid indemnity insurance if required/necessary		Y
Essential	At least one exercise professional on duty during each PLANNED session of the scheme holds a current First Aid award and evidence of ongoing training is available. Evidence of First Aid arrangements for "general" sessions/attendance of people enrolled on an Exercise Referral Scheme.		Y
Essential	The scheme has a process for referral and ensures the appropriateness of that referral, incorporating a mechanism for referring healthcare professionals to relay relevant health information to inform the design of a safe and effective exercise scheme		Y
Essential	An appropriate pre-exercise health assessment is conducted prior to designing the exercise programme		Y
Essential	There is a clear framework in place for the delivery of the exercise scheme with clearly defined outcomes and objectives		Y
Scheme Safety	The Scheme and scheme activities are operated within a safe and suitable environment		Y
Scheme Safety	The scheme demonstrates effective management of risk		E
Scheme Delivery	Scheme accessibility is supported through a range of referral pathways involving external partner organisations		E
Scheme Delivery	Staff are trained in motivational interviewing and understanding behaviour change	Although Tracey Wilkinson had completed motivational interviewing and behaviour change however some instructors have still not completed the training. This could be considered as part of the instructor development programme.	G
Scheme Delivery	Information around programme performance is shared with staff, and used to inform the ongoing development of the scheme	The impact is not disclosed by the organisation to show impact and best practice with staff. This could be adopted in the future, however, case-sensitive information protocol could be applied.	S
Scheme Delivery	The exercise programme is tailored to the needs and expectations of the individual and an appropriate range of exercise opportunities are offered which encourage long-term exercise adherence		E
Scheme Delivery	The scheme involves close monitoring of patient progress, with reviews carried out at least pre-, mid- and post-programme	Some operators use the dedicated referral portal which has proved beneficial in communicating and responding to users directly on a one-on-one base. This could be considered to improve the level of ease of communication between staff, third parties and clients.	VG
			N

Scheme Delivery	Participants who fail to attend are identified and followed up, and where possible reasons for non-attendance are recorded	Participants who fail to attend are identified after their first session is not followed up after the first missed session, and non-attendance is not recorded. This procedure of actioning could be considered to improve communication with the clients. More resources could have to be considered to implement effectively.	
Information sharing and the provision of information	A data protection policy is in place which is GDPR compliant and staff are aware how to access it		Y
Information sharing and the provision of information	Participant data is stored on a secure database and any paper copies are safely and securely filed		Y
Information sharing and the provision of information	There is an appropriate referral form which includes a participant privacy notice that clearly outlines who information will be shared with and patient responsibilities in relation to their participation in the scheme		Y
Scheme monitoring and evaluation	There is a system in place to monitor participant levels of attendance		Y
Scheme monitoring and evaluation	Information is collected in line with a standard evaluation framework and includes participant measures for pre-, middle, and post-programme		Y
Scheme monitoring and evaluation	An agreed mechanism is in place for patient 6 and 12-month follow ups i.e., scheduled follow up time, system reminders	There is no mechanism in place for referral patients after 6 and 12 months, with agreed follow-ups within the organisation. There is no scheduled follow-up time, or system reminder in place. This could be considered in the future to track users and review their progress for many years to come.	N
Scheme monitoring and evaluation	Data collected is shared securely with partners as required		Y
Scheme monitoring and evaluation	The collection of participant information and evaluation data is participant-centered and used to motivate participants to change behaviour	The organisation does not engage in participant information and evaluation data after the 12-week programme has ended to motivate participants to change their behaviour. This could be considered in the future.	S
Scheme monitoring and evaluation	A culture of capturing and sharing learning to drive continuous improvement is actively promoted	The organisation's data capturing for long-term improvement could be improved by gaining data from other partners to review the process and promote continuous improvement. Currently, after the 12-week referral scheme has ended referral clients are offered the full membership price only or pay-as-you-go. Some organisations use an incremental membership pay structure over several years which is heavily discounted. Their figures showed that they were able to sustain their activities due to the low costs and the financial support of the organisation and centre in making it affordable.	G

SECTION	QUESTION	STRENGTH
Essential	Scheme operated by appropriately trained professionals who hold relevant qualifications; is a member of a valid body and is covered by a valid indemnity insurance if required/necessary	Appropriately trained professionals with relevant qualifications operate the scheme, are members of CIMSPA, and are covered by valid company insurance.
Essential	At least one exercise professional on duty during each PLANNED session of the scheme holds a current First Aid award and evidence of ongoing training is available. Evidence of First Aid arrangements for "general" sessions/attendance of people enrolled on an Exercise Referral Scheme.	All exercise professionals on duty during each planned session of the scheme hold a current First Aid award and evidence of ongoing training is available. Evidence of First Aid arrangements for "general" sessions/ attendance of people enrolled on an Exercise Referral Scheme was viewed.
Essential	The scheme has a process for referral and ensures the appropriateness of that referral, incorporating a mechanism for referring healthcare professionals to relay relevant health information to inform the design of a safe and effective exercise scheme	The scheme had a process for referrals, and a self-referral process portal and ensured the appropriateness of that referral, incorporating a mechanism for referring healthcare professionals to relay relevant health information to inform the design of a safe and effective exercise scheme.
Essential	An appropriate pre-exercise health assessment is	An appropriate pre-exercise health assessment was conducted before designing the exercise programme.

	conducted prior to designing the exercise programme	
Essential	There is a clear framework in place for the delivery of the exercise scheme with clearly defined outcomes and objectives	There was a clear framework in place for the delivery of the exercise scheme with clearly defined outcomes and objectives.
Scheme Safety	The Scheme and scheme activities are operated within a safe and suitable environment	All scheme activities were operated within a safe and suitable environment with the gym and pool as the activities available.
Scheme Safety	The scheme demonstrates effective management of risk	The scheme demonstrated effective management of risk. This had been evident in the past and in some cases, carers had to accompany customers.
Scheme Delivery	Scheme accessibility is supported through a range of referral pathways involving external partner organisations	Scheme accessibility was supported through a range of referral pathways involving external partner organisations, these included dementia, GPs, physiotherapists, self-referrals, practice nurses, specialist nurses, and cardiac and stroke specialists.
Scheme Delivery	Staff are trained in motivational interviewing and understanding behaviour change	
Scheme Delivery	Information around programme performance is shared with staff, and used to inform the ongoing development of the scheme	
Scheme Delivery	The exercise programme is tailored to the needs and expectations of the individual and an appropriate range of exercise opportunities are offered which encourage long-term exercise adherence	The exercise programme was tailored to the needs and expectations of the individual and an appropriate range of exercise opportunities were offered which encouraged long-term exercise adherence.
Scheme Delivery	The scheme involves close monitoring of patient progress, with reviews carried out at least pre-, mid- and post-programme	The scheme involved close monitoring of patient progress, with reviews carried out at least pre-, mid- and post-programme.
Scheme Delivery	Participants who fail to attend are identified and followed up, and where possible reasons for non-attendance are recorded	
Information sharing and the provision of information	A data protection policy is in place which is GDPR compliant and staff are aware how to access it	A data protection policy was in place and GDPR compliant and staff were aware of how to access it. Each trainer had a unique access PIN code and access levels.
Information sharing and the provision of information	Participant data is stored on a secure database and any paper copies are safely and securely filed	Participant data was stored on a secure database and any paper copies were safely and securely filed.
Information sharing and the provision of information	There is an appropriate referral form which includes a participant privacy notice that clearly outlines who information will be shared with and patient responsibilities in relation to their participation in the scheme	There was an appropriate referral form which included a participant privacy notice that clearly outlined who information would be shared with and patient responsibilities about their participation in the scheme.
Scheme monitoring and evaluation	There is a system in place to monitor participant levels of attendance	There was a system in place to monitor participant levels of attendance via the Gladstone membership operating system.
Scheme monitoring and evaluation	Information is collected in line with a standard evaluation framework and includes participant measures for pre-, middle, and post-programme	Information was collected in line with a standard evaluation framework and included participant measures for pre-, middle, and post-programme and stored on the 'One You' portal.
Scheme monitoring and evaluation	An agreed mechanism is in place for patient 6 and 12-month follow ups i.e., scheduled follow up time, system reminders	
Scheme monitoring and evaluation	Data collected is shared securely with partners as required	All data collected was shared securely with partners as required.
Scheme monitoring and evaluation	The collection of participant information and evaluation data is participant-centered and used to motivate participants to change behaviour	

Scheme monitoring and evaluation A culture of capturing and sharing learning to drive continuous improvement is actively promoted



SPLUS - Health and Safety Management

SECTION	BAND
Plan	Excellent
Do	Very Good
Measure	Excellent
Review	Very Good
Impact	Very Good

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	How do you commit to the management of health and safety?		E
Do	How do you develop a safety culture?	Only 23 % of the 150 staff members have signed off on the compliance listings which was on the organisation's central matrix of all the staff in the company which included Horncastle Pool. Measures to ensure the organisation is fully compliant could be considered with each centre taking ownership of their team in ensuring all staff comply. In addition, there is no competency test regulated which could be considered in the future to ensure it is embedded into the organisation and thoroughly understood.	G
Do	What legislation, regulation & guidance have you considered to deliver this commitment?		E
Do	How do you ensure staff are competent to deliver this commitment?	An electronic database could be considered in the future as the centre's current system for compliance is mostly paper evidence.	VG
Do	How have you allocated resources to deliver this commitment?	Some organisations have introduced videos for those with learning difficulties and where English is not their first language. Staff have welcomed this learning as opposed to just writing.	VG
Measure	How do you measure?		E
Review	How do you review what you measure?	Staff compliance was an area which was evidenced as needing improvement as only 23% of staff were fully compliant on all aspects of their training records.	VG
Impact	Has what you have done made a difference?	Magna Vitae produced an annual Health and Safety survey for the company which was great to evidence. Only 89 users took part out of 170, completed in May 2023. A meaningful prize could be offered to increase participation within the workforce to increase participation moving forward for 2024.	VG

SECTION	QUESTION	STRENGTH
Plan	How do you commit to the management of health and safety?	A Health and Safety Management system and policy were in place and managed through Staffmis (Magnet) The system was also audited by external professionals and regular scheduled meetings were in place.
Do	How do you develop a safety culture?	
Do	What legislation, regulation & guidance have you considered to deliver this commitment?	HSG 179, Pool tag, and Compliance declaration were used to ensure statutory requirements within the centre were recorded. Right Direction legislation report, let the organisation know of new findings or guidance. Health and Safety quarterly meetings were in place, with a person from Right Directions in attendance with minutes and action points. These were then cascaded down to the operational teams within the centre.
Do	How do you ensure staff are competent to deliver this commitment?	All staff have nationally recognised qualifications for their roles. These include NPLQ, PPO, FAAW, NOP/ EAP, and IOSH for the Duty Managers, and use Staffmis operations system supported by a staff development needs matrix.
Do	How have you allocated resources to deliver this commitment?	A full-service budget was in place for equipment and monthly reviews were carried out for required training with a support framework of a scheduled price plan for scheduled works.
Measure	How do you measure?	External audits were in place and internal housekeeping by the Director of Operations Niomi Wilkinson-Baker. Her visits to each centre have proven valuable in moving the business forward operationally. In addition, the Right Directions Health and Safety person visited the centre every four months and minuted action points were used to improve the business Health and Safety Management.
Review	How do you review what you measure?	As a result of the 2023 Health and Safety Audit, the action resulted in the team looking at Health and wellbeing as their main focus. Support services had been promoted to support employee support services. An external professional delivered a workshop (Co-Action Workshop) on how to manage staff and yourself which was very well received in 2023.
Impact	Has what you have done made a difference?	Stitch operating system was used and Horncastle Pool and Fitness data showed a reduced trend of accidents year on year. A total of 3 accidents were recorded on stitch for 2023. There were improved scores in health and safety audits, and actions in the SIP have reduced as a result of positive changes in the workplace and staff training.

PURPOSE - Planning to Improve

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	Has the organisation identified its purpose in developing the business plan, how do you plan to improve?		E
Do	How are the staff and stakeholders involved in the development of the business objectives and the delivery of continuous improvement actions? (Challenge for staff)	<p>Turnstiles may be considered for financial and security management as presently customers queue up and sign in at reception which is not ideal. Contactless systems could be explored and considered in the future.</p> <p>The changing rooms look a little tired and could be considered for a facelift.</p>	VG
Do	How are staff, customers and stakeholders informed about the business objectives and updated on actions, which contribute to the continuous improvement process? (Challenge for staff)	The current operational structure could be revised moving forward. The current operation structure at the centre consists of two Duty Managers to the next line which is operations managers managing three centres. The organisation could look at a position in between.	VG
Do	Are there sufficient resources available to deliver the objectives and improvement tasks?	<p>Personal trainers could be used and their profiles put up within the gym area. This part of other centres' business provision has proved very successful. The organisation could look at using third parties to operate this area of the business and collect a rental fee in the process.</p> <p>Aqua cycles could be purchased and used in the pool as part of a pool-improvement activity plan.</p> <p>An interactive training APP which records exercises could be implemented to show the performance of customers' training regimes.</p>	G
Measurement Monitoring and Review	How do you measure?	The total headcount of users is 54,284, for 2202 and now the total is 54,566, in 2023 which equates to a very small increase in football. Total annual football/ patronage figures have not increased significantly, from the pre-pandemic era. Several factors could contribute to this, however, with no turnstiles customers could enter the facilities free if unchallenged. In addition, parents and toddlers are counted as one when two bodies enter the centre. This could dramatically increase the participation levels if the centre accurately counts every user entering the building.	VG
Measurement Monitoring and Review	How do you review what you measure?	It was discussed in depth how the centre could increase its learn-to-swim footprint in the area as most operators have witnessed a big surge in this activity area. The centre's data showed it is only at the pre-pandemic figures, 747 in 2022 now at 809. The operator could look at employing a Regional Aquatic Manager to increase levels across the partnership. The current aquatic programme is currently been overseen by the duty manager at the centre.	VG
Impact and Outcomes	Has what you have done made a difference?	Management could develop even more 'SMART' methods to monitor activity levels, current trends and their long-term objective outcomes.	VG

SECTION	QUESTION	STRENGTH
Plan	Has the organisation identified its purpose in developing the business plan, how do you plan to improve?	<p>The organisation has a corporate plan in place which was broken down into a separate centre-specific strategy plan.</p> <p>The council had a building plan in place from 2020 to 2025 for the committed improvement of the centres within the partnership.</p>
Do	How are the staff and stakeholders involved in the development of the business objectives and the delivery of continuous improvement actions? (Challenge for staff)	The council were fully integrated into the development and planning of the centre and committed to improving the centre. For example, the chlorine and chemicals shed will be renewed shortly due to the age of the existing framework. The schedule of work was evidenced during the visit.
Do	How are staff, customers and stakeholders informed about the business objectives and updated on actions, which contribute to the continuous improvement process? (Challenge for staff)	<p>Staff social gatherings are held where the CEO and Chair attend, and action points from the meetings are produced.</p> <p>The organisation has a trust member board in place that forms part of the stakeholder's accountability framework.</p>
Do	Are there sufficient resources available to deliver the objectives and improvement tasks?	
Measurement Monitoring and Review	How do you measure?	There was a Service Improvement Plan in place which was rag-rated and was a live document.
Measurement Monitoring and Review	How do you review what you measure?	<p>The health and safety audit which was planned to increase by 2% each audit until 100% compliant across the organisation.</p> <p>With the salary increase across the board, the initial forecast was to be £1,000,000 in deficit, however, due to due diligence the company is looking for a break-even return for 2024.</p>
Impact and	Has what you have done made a difference?	The look and feel of the painting had been received positively by the customers.



ACTION PLAN

SOURCE	SUB SOURCE	TASK / ACTION REQUIRED
Response	Customer Journey	<p>Web contact comment two - As of 9 December my review has not been acknowledged by the facility.</p> <p>Web contact comment three - As of 9 December I have not had a response to my email re: possible pool hire.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>On the webpage, there did not appear to be a video "walk through" of the facilities for any customer with a disability. Whilst there was a statement on the web page about being accessible it didn't provide any detail such as automated doors, hearing loop, what the pool accessibility was or list the gym equipment that was available for those with any restricted mobility.</p> <p>I did not find an accessibility statement on the web page.</p>
Response	Environmental Management	<p>Prior to the visit, I took a look at the website to see if there was any information about public transport links or local cycle routes to the facility but I could not seem to find anything.</p> <p>As I approached the facility I noted that bike racks were available, however they did not provide any cover from inclement weather.</p>
Response	Customer Journey	<p>Telephone contact three - The only minor area for improvement I felt could have made this call better would have been if the staff member had taken the lead on the conversation. It felt like I was taking the lead.</p>
Response	Operational Management	<p>As I approached the facility I noticed the wheelie bins on my left, they did not appear to be secured. In the same area there was a wooden pallet and other discarded pieces of wood which looked a little untidy.</p> <p>In the entrance lobby an A1 external advertising display appeared to have been forgotten to have been put outside.</p> <p>In the gym under the free weights rack there were a couple of matts, barbell and other equipment being stored. It wasn't a trip hazard, just looked a little untidy.</p>
Response	Operational Management	<p>I don't recall seeing a hot drinks vending machine.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>There did not appear to be any programmed swimming sessions or group exercise classes targeting the local community who had a disability.</p> <p>I felt that public access via a general or lane swim was limited during the traditional after-work/ early evening periods. I also did not see any family swim or parent-and-child sessions available at a weekend.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>I don't recall seeing any advertisement that the webpage was available in different languages or if it had the capability to be played out loud. I also found the interactive tour to be clunky and not the simplest to use.</p> <p>There did not appear to be a concessionary price on the membership package.</p> <p>On the Facebook page, I did not see any testimonials from the local community or video clips of the facility being used.</p>
Response	Customer Journey	<p>On the webpage, there were still links to COVID-19 that were last updated on 25 March 2021.</p> <p>I reviewed the Facebook page for the previous month and only found two posts which had any images of the community using the facility and there were no video clips of "live-action" or testimonials from the local community. There was a heavy push towards promotions and sales which put me off.</p> <p>On Instagram, I found there were a lot of block images relating to Black Friday or promotions rather than images/ videos of the community using the facilities or team members highlighting key features.</p> <p>The YouTube page did not appear to have been updated with anything community-based for some time.</p>
Response	Planning to Improve	<p>Turnstiles may be considered for financial and security management as presently customers queue up and sign in at reception which is not ideal. Contactless systems could be explored and considered in the future.</p> <p>The changing rooms look a little tired and could be considered for a facelift.</p>
Response	Planning to Improve	<p>Management could develop even more 'SMART' methods to monitor activity levels, current trends and their long-term objective outcomes.</p>
Response	Managing the Team	<p>A relief Duty Manager position could be considered instead of a supervisor position as they are responsible for the centre and customers could relate more effectively when challenged.</p>
Response	Managing the Team	<p>There is no inclusion policy in place within the organisation. This could be implemented as part of best practice. These types of policies are found on the Government website template for policies and procedures. These templates could easily be adapted to the organisation.</p>
Response	Health and Safety Management	<p>Magna Vitae produced an annual Health and Safety survey for the company which was great to evidence. Only 89 users took part out of 170, completed in May 2023. A meaningful prize could be offered to increase participation within the workforce to increase participation moving forward for 2024.</p>
Response	Compliance Declaration	<p>Last update 9 December 2021, Unsatisfactory.</p> <p>Received Satisfactory certificate in the Quest Office, dated 9 December 2022.</p>
Response	Operational Management	<p>The electrical dryside certification was out of date and unsatisfactory at the time of the visit with CAT 2s outstanding and the relevant paperwork could not be found. This may have been avoided if the council and the operator could share a read-only document drive to avoid any delay in paperwork and certification failures.</p> <p>Tech force system is used by the council however the schedule viewed was not up to date. A review of outstanding items which have passed their delivery date could be discussed between the operator and the facility management team and then fed back to the centre team to understand the reasons for the delays.</p>
Response	Operational Management	<p>The centre has recently gone through a restructuring process which now reduces the number of Lifeguards and Operational Staff to deliver on Cleaning and Hygiene. Although there is a detailed staff cleaning matrix in place which is mainly carried out by the Lifeguard, Reception and Fitness Instructors the list gives all areas a 30-minute window per changeover. Some areas would require less than 30 minutes and some more. The operational team may want to revise the cleaning of specific areas, the breakdown could</p>

		include how to clean, the materials used, and the specific time allocated to complete each task. Introducing a best practice guideline would ultimately improve the output of the team, thus ensuring the task was completed competently.
Response	Operational Management	The Magna Vitae organisation training matrix was evidenced and some staff on the training matrix had red lines where the training was not complete or not updated by the HR team. This could be reviewed to identify those who had completed the training but their records were not updated. These include mandatory modules such as safeguarding. (photo)
Response	Customer Journey	With the minimum staffing levels gym Instructors are not always present in the gym due to their other responsibilities. This could affect the attrition rates moving forward. The centre could consider two-hour slots between 12.00 and 14.00 and then from 16.00 and 20.00 Monday to Thursday for a trial period and a desired period on the weekend. During the visit, several customers asked the team for a hot drinks vend., however, there is no hot drinks vend in place which is a shame. This could be actioned and put in place as there appears to be a demand.
Response	Tackling Inequalities (Activity Alliance)	Health and wellbeing are promoted on the webpage however there are no links connected clearly. This could be improved with sign-up and interactive links. Further information could be distributed to the other third-party operators. The centre average age of the users at the centre was 46 which is above the national average. Employing an older fitness professional within the gym could attract more users and form a common bond with the centre's older clientele. This has proved very successful in the past and could be considered by the operations team.
Response	Operational Management	East Lindsey District Council support the maintenance of the facility with an SLA. There are some unknown ambiguities with some areas of repairs which could be identified and confirmed. For example, the pool filtration pressure valves were at fault or in need of a backwash and five showers were not in use due to a water supply issue. The timeline of repair could not be ascertained using the fault log, therefore an update could be considered from the facility management team within the council. (photo) Showers not working, this was logged however the timeline was not identified and the repairs were incomplete.
Response	Operational Management	A condition survey was in place dated 2020 with a plan for the next five years, however, the survey has not identified what could be done to reduce the risk and protect the centre long term. The centre has no turnstiles or self-service swipe system in place. This means when the centre is busy customers can just walk in without paying, therefore acting as an open-door policy which customers can use for free. A turnstile operation system could be installed for security and financial protection. PPE and spill kit equipment were located inside the plant room. This should be maintained outside the room. The gym's main door is not accessible for wheelchair users due to the door opening function. This could be implemented by a door button opening system.
Response	Managing the Team	With no dedicated Sales Team in place, the Management Team may wish to review if there is a long-term detrimental effect on the business. The current operational staffing structure consists of two Duty Managers and two key holders/ supervisors. Some organisations have put in place a position between Duty Manager and General Manager as they acknowledge a skills gap and a big jump in responsibilities and product knowledge. The same applies to the roles of a Lifeguard to a Duty Manager role. Some organisations have put in a senior recreation position or similar, to educate in the transition to becoming a Duty Manager.
Response	Operational Management	The centre still has in operation the old pool rescue spinal boards. These boards required 5 lifeguards to effectively complete a spinal rescue. Most operators use a PXB rescue board. Given the limited staff working within the centre of three per shift, this could aid the centre in its operations and the safety of its customers.
Response	Planning to Improve	The current operational structure could be revised moving forward. The current operation structure at the centre consists of two Duty Managers to the next line which is operations managers managing three centres. The organisation could look at a position in between.
Response	Planning to Improve	Personal trainers could be used and their profiles put up within the gym area. This part of other centres' business provision has proved very successful. The organisation could look at using third parties to operate this area of the business and collect a rental fee in the process. Aqua cycles could be purchased and used in the pool as part of a pool-improvement activity plan. An interactive training APP which records exercises could be implemented to show the performance of customers' training regimes.
Response	Environmental Management	Many operators who have free car parks have introduced vehicle fast charging points into their car parks for customers. This has proven a welcomed success for electric car owners. In addition, the organisation could benefit financially from the installation. There are currently only four cycle lock points outside the centre with no shelter attached. Increasing the cycle racks and provision for covers could attract other users to travel by cycle to the centre.
Response	Planning to Improve	The total headcount of users is 54,284, for 2202 and now the total is 54,566, in 2023 which equates to a very small increase in football. Total annual footfall/ patronage figures have not increased significantly, from the pre-pandemic era. Several factors could contribute to this, however, with no turnstiles customers could enter the facilities free if unchallenged. In addition, parents and toddlers are counted as one when two bodies enter the centre. This could dramatically increase the participation levels if the centre accurately counts every user entering the building.
Response	Planning to Improve	It was discussed in depth how the centre could increase its learn-to-swim footprint in the area as most operators have witnessed a big surge in this activity area. The centre's data showed it is only at the pre-pandemic figures, 747 in 2022 now at 809. The operator could look at employing a Regional Aquatic Manager to increase levels across the partnership. The current aquatic programme is currently been overseen by the duty manager at the centre.
Response	Managing the Team	The centre delivers information using WhatsApp for rota changes and other levels of quick communication. Some operators use a direct staff APP that includes staff blueprint rotas and payments. This could be considered as part of a technology improvement system.
Response	Managing the Team	Staff surveys are in place, for Horncastle Pool, however, staff have their names attached so it would be unclear if their true intentions and feelings are upheld or documented. Staffing issues are currently discussed on 'WhatsApp which is not the safest way to communicate on. Some organisations have a staff APP online for sending clear messages, finding staff cover and distributing rotas. This could be considered by the organisation for 2024.
Response	Managing the Team	The centre had no recent training on how to deliver excellent customer service, especially when staffing has been reduced to support

the financial constraints of the council. The centre could employ a specialist provider to deliver an ongoing programme of customer experience training to staff. The programme and training could include the development of a central service champion, trained to deliver further training to the onsite team.

External Group Exercise instructors have no appraisals or one-to-ones. This could be implemented with also CPDs as part of their development pathway.

Response	Managing the Team	<p>Horncastle Leisure Pool operates with no Gym Operations Manager or Assistant Manager within the centre, just two operational Duty Managers. This could be reviewed in 2024 for a structure review. The senior leadership team could look at appointing a Lead Manager within the centre to act as one point of call and to develop their skills in managing a team and accountability and report directly to the regional operations manager.</p> <p>Long-term professional pathways could be considered, currently, there is nothing in place. Some organisations have implemented a management academy to attract academic staff into the leisure industry. This involves a two-year training plan with qualifications and on completion a position as a manager in waiting. Then, when a position comes up they can slot straight into the role.</p>
Response	Environmental Management	<p>E-Learning APP could be introduced online instead of a paper learning programme which is currently in place. This could reach an audience that could include casuals and group exercise leads who operate outside the main building.</p>
Response	Environmental Management	<p>Rainwater and backwashing water could be fed back into the facility for toilet flushing to further demonstrate their ability to recycle.</p>
Response	Customer Journey	<p>The centre has had no recent training on how to deliver excellent or exceed in customer service, especially when staffing has been reduced to support the financial constraints of the organisation. The centre could invite a specialist provider to deliver an ongoing programme of customer experience training to staff. The programme and training could include the development of a central service champion, trained to deliver further training to the facility team.</p>
Response	Customer Journey	<p>You said We Did could be implemented on the TVs around the centre and more testimonials could be encouraged as the centre has that community feel and during the visit witnessed great interaction between the staff and customers. There were no testimonials within the centre which was a shame, however, the team had some great stories from customers which could be promoted and could be used as a marketing tool.</p>
Response	Customer Journey	<p>8% is the current attrition rate which is above the national attrition rate which identifies further work could be considered for retaining customers especially if the gym is not always manned.</p> <p>Only 403 live members were on the swim programme. Further marketing of the 'Go Learn' programme could be considered to increase awareness. The team stated there were no issues with attracting swim teachers therefore the programme could grow easily. In addition, the Otter Swim Club also manages a historical swimming programme within the centre on several days a week. The numbers of their programme are unknown. A deep dive into the Otters programme to benefit the centre in understanding how they could complete and attract new users into the centre's own 'Learn to Swim Programme'. Finally, a purposeful marketing plan could be improved for the centre, for the swimming provision within the centre.</p> <p>The centre has a competitive all-inclusive rate for members at £26.00 per month for gym, swimming and aerobic classes however with competitors with pop-up pools for learn-to-swim customers within the local area a further review could be considered.</p>
Response	Customer Journey	<p>The centre does not offer any off-peak memberships. This option could be discussed as a long-term objective.</p> <p>Although a review process was in place headed up by the operations manager, relevant possible milestones/ KPIs could also be used. The centre could develop good practice SMART methods to measure and review customer care standards. Some organisations use milestones/ KPIs to track progress towards a longer-term outcome. Finally, there was only limited evidence that customer comments are followed up to check the issues have been addressed.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>The centre had limited evidence to support the council's strategy for a healthy environment, and the GP referral programme was not highlighted within the centre, although it was active within the centre but limited to specialist patients.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>There was very little evidence of how procedures are reviewed and embedded within the community, members and its staff, and no review process is in place. Some centres not only have a dedicated notice board but actively engage with groups and use their knowledge and resources to attract customers. Some organisations also interact with staff to assist in reviewing their current policies.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>More partnerships could be formed through interactions with harder-to-reach groups within the community which could involve managers from the centre making themselves available to proactively go out and get more involved in the community outreach platforms. This could only be achieved with additional head office manpower support to release staff from their operational duties.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>It was discussed at length with regards to the area having the lowest 20 deprivation in the UK and the current pricing policy for the operator. There is no current concession rate available for residents on low income or wishing any type of off-peak package. This could be considered in the future to encourage those to take up affordable activities. This has proved very successful in the UK and could be managed online through the Gladstone membership management system.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>The main door to the gym was a single heavy door with poor accessibility, especially for wheelchair users, the door is manual and navigation around was deemed very tight. This entry method could be reviewed to accommodate a press release door mechanism.</p> <p>A new pool hoist pod could be purchased as a way to attract the less mobile users. The centre currently uses an old strap hoist to lower users into the pool. The equipment was deemed very old and outdated.</p> <p>Coffee mornings could be included as there is a high level of older users who use the facility and like to gather around after their gym and swim sessions. This has proved very popular within the leisure environment and adds to their social experience. A coffee and hot water device could be required to meet the needs of this particular product.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>The centre was able to evidence there were 26 on the One You programme, and 25 on the £25.00 live membership platform, however tracking for long-term members was not available. This could be reviewed to ascertain how long users who were on the scheme are participating or just pay as you go.</p> <p>27% of referrals have been retained to membership, which means 73% opted out after the referral process ended after the 12 weeks. The reason why this has not been taken up has not been explored further. Some organisations charge a lower membership rate of £12.00 per month after the initial 12-week programme has ended, and then their payment goes up incrementally each year. This has proven very successful in retaining customers after the initial 12-week programme.</p> <p>The centre could look at exit surveys for users and non-users of the centre to evaluate the service and value for money as well as the reason why they are not active.</p>
Response	Exercise Referral Standard	<p>Although Tracey Wilkinson had completed motivational interviewing and behaviour change however some instructors have still not completed the training. This could be considered as part of the instructor development programme.</p>

Response	Exercise Referral Standard	The impact is not disclosed by the organisation to show impact and best practice with staff. This could be adopted in the future, however, case-sensitive information protocol could be applied.
Response	Exercise Referral Standard	Some operators use the dedicated referral portal which has proved beneficial in communicating and responding to users directly on a one-on-one base. This could be considered to improve the level of ease of communication between staff, third parties and clients.
Response	Exercise Referral Standard	Participants who fail to attend are identified after their first session is not followed up after the first missed session, and non-attendance is not recorded. This procedure of actioning could be considered to improve communication with the clients. More resources could have to be considered to implement effectively.
Response	Exercise Referral Standard	There is no mechanism in place for referral patients after 6 and 12 months, with agreed follow-ups within the organisation. There is no scheduled follow-up time, or system reminder in place. This could be considered in the future to track users and review their progress for many years to come.
Response	Exercise Referral Standard	The organisation does not engage in participant information and evaluation data after the 12-week programme has ended to motivate participants to change their behaviour. This could be considered in the future.
Response	Exercise Referral Standard	<p>The organisation's data capturing for long-term improvement could be improved by gaining data from other partners to review the process and promote continuous improvement.</p> <p>Currently, after the 12-week referral scheme has ended referral clients are offered the full membership price only or pay-as-you-go. Some organisations use an incremental membership pay structure over several years which is heavily discounted. Their figures showed that they were able to sustain their activities due to the low costs and the financial support of the organisation and centre in making it affordable.</p>
Response	Engaging with Young People 12-19 years	<p>Junior gym users can now use the gym at any time during the day or evening after a review of the programme. There has now been an increase in use and memberships. However, the gym is not always manned therefore there is an imminent risk to those working out unsupervised. Further control and supervision methods could be considered.</p> <p>Young offender's activity offerings could be introduced with the police and probation services. Currently, there is nothing in place within the community or centre.</p> <p>Structured gym circuit activities for boys and girls in the gym could also be considered as part of a programme review. In addition, the Hub Hall could also be considered and therefore increase the programming for this group.</p>
Response	Engaging with Young People 12-19 years	<p>There is very little joint working with other service providers to widen and enhance the offer and build links between different activities, services and levels of progression for younger people. The HAV is currently not in operation within the centre, however, it operates in the borough at other centres. The centre could look at using the hub hall near the centre, they could deliver an activity plan to incorporate the HAV project at the centre. The hall is currently used for group exercise classes by the centre therefore could be suitable for delivering the HAV project in 2024.</p> <p>Strength training for girls could be encouraged for girls in sports as this is an activity promoted by Sport England.</p>
Response	Engaging with Young People 12-19 years	<p>Syronised swimming could be offered in the future. Sport England could provide support and expert instructors to facilitate the activity.</p> <p>Martial arts activities could be run through the nearby 'Hub hall' centre in the future along with other programmes.</p>
Response	Engaging with Young People 12-19 years	There are minimal measurement tools in place with clear targets to evidence young people are engaged, participating and progressing in sports and physical activity due to the lack of programmed activity within the centre. The third-party partners who use the centre such as the swim club could also exchange their data on young people attending their sessions.
Response	Engaging with Young People 12-19 years	There was minimum evidence of the positive impact of the interventions on young people in terms of their lifestyles, health and well-being, personal development and skills. Surveys could be promoted and reviewed for swimmers, junior classes and junior gym users in the future.
Response	Health and Safety Management	Only 23 % of the 150 staff members have signed off on the compliance listings which was on the organisation's central matrix of all the staff in the company which included Horncastle Pool. Measures to ensure the organisation is fully compliant could be considered with each centre taking ownership of their team in ensuring all staff comply. In addition, there is no competency test regulated which could be considered in the future to ensure it is embedded into the organisation and thoroughly understood.
Response	Health and Safety Management	An electronic database could be considered in the future as the centre's current system for compliance is mostly paper evidence.
Response	Health and Safety Management	Some organisations have introduced videos for those with learning difficulties and where English is not their first language. Staff have welcomed this learning as opposed to just writing.
Response	Health and Safety Management	Staff compliance was an area which was evidenced as needing improvement as only 23% of staff were fully compliant on all aspects of their training records.