



# Quest Assessment Report

## MAGNA VITAE

### MERIDIAN LEISURE CENTRE AND WOOD LANE

ASSESSMENT TYPE: Quest Plus (2023)

MV DATE & TIME: 31st October 2023 07:40

ASSESSOR: Sarah Lobo

ASSESSOR DATE: 13th December 2023

# OVERALL ASSESSMENT SUMMARY

ASSESSMENT TYPE

QUEST PLUS (2023)

OVERALL

EXCELLENT

## EXECUTIVE SUMMARY

### STRENGTHS

#### MYSTERY VISIT:

An Instagram post had over 1.1 million views and over 14,000 likes. I was amazed by the amount of engagement. It was a brilliant video!

There were some fantastic videos that the site had posted on social media. The staff that pulled these videos together looked like they were having loads of fun filming!

There was some fantastic information on the website, within the "Support & Information" page, which gave information regarding a large number of projects and the weblinks for further information. This included links to organisations such as Alzheimer's Society, Diabetes UK and Stroke Association.

On the site's homepage, there was a digital walkthrough available. I felt that this was a fantastic way to showcase the site to prospective customers.

I was given a great impression of the facility through my various interactions with the team, both on-site and through my enquiries. I felt that the team genuinely cared about giving a great service!

I noted no cleanliness issues on site. I felt that the team took pride in their site's cleanliness standards.

#### ASSESSMENT:

I really enjoyed the two days that I spent with the team at the Meridian Leisure Centre. The approach they took to the assessment under the leadership of the General Manager (GM) Adam was fantastic. They demonstrated that as a team they work very well together. Duty Managers (DM) led on key modules and were supported by their colleagues, with all staff contributing very well to the process.

There was a fantastic atmosphere in the facility, with staff, customers and local stakeholders working together to make the facility a welcome place to visit.

The cleanliness and housekeeping standards were very high, and the team should be commended on this.

Overall the facility appeared to be performing very well, with participation figures increasing year on year, along with an improved NPS score. Income had increased from circa £1.6 million in 2022 to a forecast of circa £1.8 million in 2023. The Staff Socials in which the CEOs keep the staff up to date on the overall performance of the organisation appeared to be well attended, the staff valued being kept up to date and expressed that they felt listened to. The introduction of Board-Buddies was well received by the facility team, and they felt a better connection to the senior team as a result.

The investment made and the approach to sales and retention was refreshing. There was a Sales and Retention Team Leader in place, supported by six contracted Sales and Communication staff who dealt with both sales and retention. Systems had been designed to log feedback and monitor cancellations. TRP was used to help liaise with customers better.

### AREAS FOR IMPROVEMENT

#### MYSTERY VISIT:

There was an "Accessibility" link at the bottom of the website. This page had limited information, other than the option to click open an accessibility feature.

When using the accessibility feature on the website, the zoom options did not seem to do anything. The high contrast function worked as expected. On a mobile device, the accessibility toolbar did not work at all.

At the bottom of the site's website, there were links to risk assessments. All of the documents stated that the next

reviews were due in 2021. These risk assessments were in reference to Covid operations.

The poolside showers felt cold. They did not warm up, even after a couple of minutes of showering. I was expecting a hot shower after my swim.

When looking at information online regarding swimming lessons, the website stated "If you're interested in your child starting swimming lessons with us get in contact by calling us on 01507 607650". When phoning the site, the pre-recorded message states to only speak to somebody if the enquiry is urgent.

Only three of my 10 attempted calls were answered.

#### ASSESSMENT:

It could be beneficial to know what percentage of HAF children become regular customers.

A review of the membership base could be considered to see if there is synergy between the community demographics and the live customer base. This could help identify if there are any gaps in their service provision and programming.

Response rates to TRP messages were only 10%, moving forward the messages were going to be tailored for different customer types and SMS messaging will be used to try and increase the response rate. It could be useful to monitor which messages have the best response rates in the future to help maximise the interactions.

The facility had determined that an eight-lane pool could be staffed by one PLG as they have a control measure in place of closing two lanes. Control measures, including a new Lifeguard Zone Visibility Test (LZVT) for the swimming pool, could be reviewed to ensure that they are adequate for safe operation. Access to the Pirate Pool when it is closed could also be reviewed. As there is no barrier or partition in place, customers can easily access the unstaffed Pirate Pool when it is closed and the Main Pool is open.

The facility had chosen not to keep a waiting list, operating swimming lessons on a first come first served basis for new non-swimmers. This may have some benefits, but may also deter or frustrate new customers as this onus has been placed on to them to keep checking the system for availability. A review of how new customers found the signing up process could be completed to see if there is an issue or not. The review could determine the average length of time a person had been waiting to start lessons.

## OVERALL ASSESSMENT SUMMARY

OVERALL	EXCELLENT
MV Experience	Very Good
DAY 1	Excellent
DAY 2	Excellent



## DAY 1 ASSESSMENT PERFORMANCE

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

## DAY 2 ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
GPLUS	Accessible Facilities	Excellent
GPLUS	Engaging with Children 0-11 years	Very Good
PURPOSE	Planning to Improve	Excellent
SPLUS	Sales and Retention	Very Good
SPLUS	Swimming Lessons	Very Good
DAY 2 BAND >		EXCELLENT

# PEOPLE - Tackling Inequalities (Activity Alliance)

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	<p>When using the accessibility feature on the website, the zoom options did not seem to do anything. The high contrast function worked as expected. On a mobile device, the accessibility toolbar did not work at all.</p> <p>I felt that the accessibility tool was a little limited in its functionality. It did not have the option to read aloud or translate into other languages. There was no information on the accessibility page to describe how to do this either.</p> <p>At the bottom of the site's website, there were links to risk assessments. All of the documents stated that the next reviews were due in 2021. These risk assessments were about Covid operations.</p>	G
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?		E
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	<p>Within the "Facilities for everyone" section on the website, there was limited information regarding accessibility. This did not include information such as whether there was provision for those with hearing or visual impairments.</p> <p>There was an "Accessibility" link at the bottom of the website. This page had limited information, other than the option to click open an accessibility feature.</p>	G
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	<p>Better communication could be considered between the Community Team and the leisure facility staff. The facility team could benefit from having sight of the Community Team's Annual Plan, so they could include this in a site-specific plan.</p> <p>A site-specific plan could be introduced that also links the corporate plan to facility programming and activities. This may better help identify the target groups for the next five years and allow for clearer KPIs to be developed.</p>	VG
Plan	Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff?	<p>The organisation could consider the introduction of a customer newsletter.</p> <p>The GM was not aware if accessibility had been considered in the development of the new Marketing Brand Standards, further information and awareness training with the wider team could be considered.</p>	VG
Do	Are sufficient resources allocated to deliver, embed, and communicate the business plan to workforce and partners?	There was a Social Media Policy in place, but staff could benefit from some refreshing training on the standards.	VG
Do	Does insight and consultation inform procurement to ensure sufficient and suitable inclusive equipment is available?	The development of a formal written consultation plan could ensure that consultation is sought from customers and National Governing Bodies (NGB) on a more regular basis.	VG
Measurement Monitoring and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	Google analytics results could be shared with the team so they are more aware of the impact of their communications.	VG
Measurement Monitoring	Can you demonstrate that you have proactively engaged with partners to develop, improve	The development of a communication plan with all of the local stakeholders could be developed to keep them engaged and actively improve their services.	VG

and Review	and deliver effective services to tackle inequalities?		
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	It could be beneficial to know what percentage of HAF children become regular customers.  A review of the membership base could be considered to see if there is synergy between the community demographics and the live customer base. This could help identify if there are any gaps in their service provision and programming.  Although some staff have completed Dementia Awareness training, this could be rolled out to all customer-facing staff.	6

SECTION	QUESTION	STRENGTH
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Mystery Visit	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	There was some fantastic information on the website, within the "Support & Information" page, which gave information regarding a large number of projects and the weblinks for further information. This included links to organisations such as, Alzheimer's Society, Diabetes UK and Stroke Association.  There were simple steps to sign up as a member or book activities online, via the website.  The website was kept up to date. I liked the use of emergency messages to demonstrate changes to the programme, for example.
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	There were a range of sessions that took place in the swimming pool area, including an inclusive swim on a Tuesday evening.  There were "Beginner RPM" sessions available within the cycling studio area. I liked that the site had placed introductory sessions on the timetable.  Within the main studio, there were a variety of classes available, which included some lower-impact classes, such as Low Impact Aerobics and Cardiac Rehab.  There were specific "Over 45's" sessions within the sports hall, along with a Walking Netball session.  The programme as a whole seemed balanced and had a wide range of sessions available, to cater for the community.
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	On the site's homepage, there was a digital walkthrough available. I felt that this was a fantastic way to show prospective customers the site.  There was a range of prices including concessionary rates and free use for carers.  The site had provisions in place to ensure access was available throughout the site, including automatic doors/gates, a lift, a pool hoist and changing provision.
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	There was a Magna Vitae (MV) Strategy in place, which outlined the next five-year plan. Mission, vision and values have been identified. These included; - Delivery of wellbeing and cultural services within targeted communities through service excellence, innovation and local partnerships. - Offering a high-quality holistic wellness solution, visible and available in-venue and online. - Lead a diverse local team.  The key stakeholders who were consulted in the development of the plans included Active Lincolnshire, the local council, East Lindsey Disability Forum, Local Voluntary Services (LCVS), Centre for Aging Better and the NHS. The organisation worked with the Social Prescribing Team, Community Connectors Team and the Local Council to ensure that their approaches were aligned.  Advice was sought from National Governing Bodies (NGBs), Sport England, and DCMS. There was a Community Team in place, who reviewed previous years' performance and planned future activities.  Information Data from the Moving Communities Datahub, Ward Profiles and the Research Observatory are also reviewed and included in the plans.
Plan	Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff?	Policies and procedures were updated on an annual basis. They were shared on the Staffmis system, as they were in a digital format they could be used with a screen reader and the text made larger.  Updates were pushed out on the Staffmis system, they were discussed in staff meetings and displayed within the staff rooms.  Human Resources (HR) completed staff training online, face-to-face and staff meetings.  There was a monthly staff newsletter and social media communication plan in place.  Customers were communicated with via the website, social media and MV App. Staff had made videos to showcase products and services to the customers. LinkedIn was used regularly to communicate with key stakeholders.
Do	Are sufficient resources	There was a Community Team in place and there was a commitment made to the delivery of specialist projects for

	allocated to deliver, embed, and communicate the business plan to workforce and partners?	<p>hard-to-reach customers. Exercise on Prescription funding was in place and staff have been trained to deliver this programme. The Community Team also successfully applied for and delivered the HAF project for children from low-income families.</p> <p>There were three people within the marketing team and they had a budget for the year. Staff newsletters were produced and shared regularly.</p>
Do	Does insight and consultation inform procurement to ensure sufficient and suitable inclusive equipment is available?	<p>There was a good range of equipment available within the facility, this included some accessible gym equipment and the pool hoists.</p> <p>Parents of swim lesson attendees with Special Educational Needs and Disabilities (SEND) were consulted about the types of visual signs being used in lessons.</p> <p>Current customers who were living with a physical impairment have been consulted about equipment and operational best practices. This included a member with a visual impairment who used the swimming pool and a member who used a wheelchair who had provided general feedback about the facility.</p>
Measurement Monitoring and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	<p>Communication was generally managed by the dedicated marketing staff. They provided a wide range of digital communication digital communications which include:</p> <ul style="list-style-type: none"> <li>- Social media videos</li> <li>- Reports on the website</li> <li>- App push notifications.</li> </ul> <p>The facility worked in partnership with the East Lindsey District Council and One You Lincolnshire to ensure that programming information was kept up to date.</p>
Measurement Monitoring and Review	Can you demonstrate that you have proactively engaged with partners to develop, improve and deliver effective services to tackle inequalities?	<p>East Lyndsey District Council, Social Services, and Youth Groups had been referred to in the development of the HAF programme.</p> <p>There was a detailed list of partners that the Community Team worked with regularly. This included Age UK, DWP, Platform Housing and the Lincoln City Foundation.</p> <p>Pulmonary and Cardiac Rehabilitation units refer customers to use the facility and host weekly sessions at the facility. KPIs on the HAF and Cardiac Rehabilitation programmes were shared with the funders.</p>
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	<p>East Lyndsey was the first Age Friendly District in a rural setting.</p> <p>One of the social media videos had 1.1 million views.</p> <p>The Community Development Team had considered visual impairments when designing their marketing.</p> <p>The HAF project was being delivered to a high standard, the total number of places per day on the programme had increased from 30 per day in 2021 to 60 per day in 2023.</p> <p>37% of Exercise Referral attendees had converted to a full membership at the end of the scheme.</p> <p>Two new swim teachers who had additional needs have been recruited and were delivering classes to SEND participants, this had increased attendance from 5 to 20 per week.</p> <p>Case studies had been completed to demonstrate some qualitative evidence of the impact of the programme.</p> <p>The Social Value Indicator had increased in the last 12 months from £104 to £116.</p>

# PEOPLE - Customer Journey

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	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?		E
Mystery Visit	Are enquiries made by telephone positively dealt with?	<p>I unfortunately did not receive a call back from one of the Lifestyle Consultants, following my call with the reception team, enquiring about the accessibility of the gym.</p> <p>When looking at information online regarding swimming lessons, the website stated "If you're interested in your child starting swimming lessons with us get in contact by calling us on 01507 607650". When phoning the site, the pre-recorded message states to only speak to somebody if the enquiry is urgent.</p> <p>Only three of my 10 attempted calls were answered.</p>	G
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?		E
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	I observed a number of empty poster frames throughout the site.	VG
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?	I did not observe any name badges being worn by the team members that I interacted with.	VG
Plan	How do you plan to ensure that all customer's expectations are met?	Response rates to TRP messages were only 10%, moving forward the messages were going to be tailored for different customer types and SMS messaging will be used to try and increase the response rate. It could be useful to monitor which messages have the best response rates in the future to help maximise the interactions.	E
Do	How do you ensure that team members are trained to exceed customer expectations?		E
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?		E
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?		E



Measurement Monitoring and Review	How does the organisation measure, monitor and review the effectiveness of your customer journey?	<p>Prospects were being logged manually on a spreadsheet. It could be useful to see if the FOH system had the ability to log and manage prospects in a more efficient manner.</p> <p>Further sales performance review statistics could be considered, for example, each staff member could record their telephone-to-appointment made ratio; the appointment-to-show ratio; the show-to-sale ratio and the sale-to-referral ratio. This could help set the required activity levels required to hit the sales target, and areas of training for the staff.</p> <p>The facility may benefit from knowing its average yield per member.</p>	VG
Impact and Outcomes	Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?	<p>The average length of DD membership is 1 year 10 months and 7 days. It could be beneficial to review this number once every six months to be able to check the direction of travel.</p> <p>The NPS movement score for the pool was -2, the cause of this could be investigated so corrective action could be taken.</p>	VG

SECTION	QUESTION	STRENGTH
Mystery Visit	Was the interaction with the team positive and enthusiastic?	<p>All of my interactions with the team were positive. All staff that I spoke to were friendly and welcoming.</p> <p>It was great to see the fitness instructor on shift actively working with a customer during my tour of the area.</p>
Mystery Visit	Were the team knowledgeable and informative?	<p>The team answered all of my questions positively.</p> <p>During the tour, when I asked a question that the team were not sure of the answer to, I was given direction on how to find out that answer (i.e. through speaking to the Receptionist). I felt that this was appropriate, as I was asking for some specifics regarding memberships.</p>
Mystery Visit	Are enquiries and feedback made via the website or social media positively dealt with?	<p>Both of my enquiries were responded to within 24 hours, which I felt was fantastic.</p> <p>Both responses received were positive, inviting and gave a welcoming feel to the site. I was happy with the content and tone of the communications received.</p>
Mystery Visit	Are enquiries made by telephone positively dealt with?	<p>I felt that Laura had a lovely telephone manner. She had such a welcoming approach to managing telephone calls!</p>
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	<p>The site's Facebook page had a range of posts, of which some had a great amount of engagement (such as the Halloween post).</p> <p>An Instagram post had over 1.1 million views and over 14,000 likes. I was amazed by the amount of engagement. It was a brilliant video!</p> <p>There were some fantastic videos that the site had posted on social media. The staff that pulled these videos together looked like they were having loads of fun filming!</p>
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	<p>The marketing materials on display within the site looked professional and well presented.</p> <p>I liked how the site display their timetables. They were well presented and easy to determine the various sessions, through the colour coding used.</p>
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?	<p>When booking for the swim session online, my information was captured as part of the sign-up process.</p>
Mystery Visit	Are team members well-presented and visible?	<p>During my swim, I noted the management team walking onto poolside and into staff only areas.</p> <p>All staff observed were easily identifiable.</p>
Plan	How do you plan to ensure that all customer's expectations are met?	<p>All staff were inducted and trained on relevant policies and procedures.</p> <p>Satisfaction Surveys were scheduled for all new customers at set times.</p> <p>TRP was used to monitor and ask for customer feedback. QR code feedback posters had been introduced.</p> <p>Staff were trained on the Member Journey for the different pathways. The digital pathway was very detailed with various customer touchpoints.</p> <p>Conflict Management Training and Dealing with Difficult Customers was included in the annual training plan.</p>
Do	How do you ensure that team members are trained to exceed customer expectations?	<p>Ad-hoc customer service training was delivered as part of the ongoing PLG training plan.</p> <p>Staff completed competency tests to ensure that they could perform their daily duties to a high level. They also completed shadow shifts to make them aware of the required standards.</p> <p>Staff attended external staff training, which included The Retention People (TRP) training sessions and courses delivered by Dr Paul Bedford and they cascaded this information to their team members.</p>

Staff can access online training on StaffMis.

The gym staff had several training videos to watch about the standards required as part of their role.

Staff were trained to check the programming and requirements that they had on their shifts so they could anticipate customer needs.

The Sales and Retention Manager sent out emails to inform people of campaigns and promotions.

Do Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?

An annual asset review was completed for all equipment, identifying any future needs. Equipment was logged and stock checked. There was enough equipment to service the maximum number of attendees.

There was an equipment replacement budget in place.

The facility had ample space to deliver a wide range of activities.

The facility had no staff vacancies. Staff were multiskilled and could deliver several roles.

Do How do you use and communicate your findings in relation to improving the service for both customers and staff?

Staff were communicated with a range of methods, including:

- Staff room noticeboards
- GM Facility Performance email
- Staff meetings
- Sales Performance Board.

Weekly communications were emailed to the team about upcoming bookings and promotions.

Social media and the App were used regularly to keep customers up to date. Events were promoted on social media using videos of live footage.

On the website, customers can access the organisation's Quarterly Corporate Report. Feedback cards were in place, along with "You said we did" boards. Customer feedback is reviewed and acted on.

Measurement Monitoring and Review How does the organisation measure, monitor and review the effectiveness of your customer journey?

The answer and missed call rates were monitored and reviewed. The "waiting" time for calls was also monitored.

The Sales Team completed courtesy calls for customers whose attendance level had dropped.

NPS scores and patterns were monitored regularly.

The cancellation tracker was in place and the reported reasons for cancellation were reviewed.

Financial targets and KPIs included:

- Class targets
- Membership live total
- Cancellation figures
- Pool density figures
- Attrition rates
- The average length of Direct Debit (DD) membership.

Impact and Outcomes Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?

Quiet Swims had been introduced as a result of customer feedback.

Swim lesson surveys had been completed, and as a result, better information was available for the customer about who the teacher was and this was shared via email and on the noticeboard within the facility.

Gymnastic Live membership had grown from 129 in 2019 to 298 in December 2023.

Swimming Lesson Live membership had grown from 878 in 2019 to 1,127 in December 2023.

Gym Membership Live membership had grown from 1,487 in 2019 to 2,214 in December 2023.

In November 2022 throughput was 24,723 compared to 33,823 throughput in November 2023.

# OPERATIONS - Operational Management

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>Many of the lines for the car parking bays were worn.</p> <p>It was explained to me that the sauna was out of use, whilst I was being shown the area.</p>	VG
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?		E
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?		E
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)		E
Do	There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)		E
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)	<p>The cleaning contractors' responsibilities were under review following feedback from staff and customers. Once this has been completed it could be useful to hold a staff training session to communicate the changes and why these have been bought in.</p> <p>A written note could be made within inductions in which staff were told not to use equipment they have not been trained on.</p>	VG
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?		E
Measurement Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	Heavily used cardio equipment could be relocated based on the Halo usage figures to extend its lifecycle.	E

Impact and Outcomes Can the facility demonstrate the processes in place are making a difference?

E

SECTION	QUESTION	STRENGTH
Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?	Other than the sauna, the rest of the facility looked well-presented and well-maintained.
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	The external areas were well-landscaped and looked great. The site was tidy and clutter-free throughout. I did not note any housekeeping issues while walking around the site.
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	Within the village changing rooms, there were accessible changing facilities and toilets available. I felt that this space was large and adequate for the size of the pools. For gym users, there was a changing room available, which also led onto the poolside and into the health suite.
Mystery Visit	Is the facility clean?	The site felt very clean. I noted no cleanliness issues throughout my visit. I felt that the team looked after the site and took pride in cleanliness standards.
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	There was a nice display of swimming equipment on sale in the reception area. There were a number of vending machines in the reception area, which were well-stocked and had a variety of items for sale. The cafe provided me with a great post-workout drink and treat. I liked that they were selling Halloween-themed treats!
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	All policies were detailed and kept up to date on Staffmis. The facility worked in partnership with the local council, responsibilities were clearly outlined and a plan was in place. There was a detailed PPM in place. Each year there was a pot of money for capital improvements. Service contracts were in place for air handling and pool plant. The gym equipment was on an all-inclusive 5-year service contract. An annual Asset Management Review was completed every year. Weekly and monthly equipment checks took place. There was a Service Improvement Plan (SIMP) in place. The DM team were trained and monitored to complete walk-rounds on each shift, from this ad-hoc tasks were allocated and actions completed. The Director of Operations also completed internal scored audits.
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	There was a detailed PPM in place. The three-year Condition Survey was reviewed and fed into annual maintenance plans. The local council had an Approved Contractors' Supplier list in place. Contracts were in place with local suppliers and tradesmen for ad-hoc works. Staff were trained in how to log and report faults. There was an online portal called TF to log and track unplanned maintenance issues, completion times were agreed upon and logged on this system. Internal maintenance tasks were also logged on StaffMis.
Do	There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)	Regular cleaning checks were in place and logged on the Staffmis system. Cleaning audits were completed every quarter by the Director of Operations. There was a 20-hour cleaning contract in place. There was a Safe Systems of Work (SSOW) in place in which staff were trained.
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)	All staff received COSHH training. Detailed job descriptions and inductions were in place. Every Wednesday training took place which included cleanliness and housekeeping standards. Detailed cleaning instructions were in place and available on the shared drive. This included the task to be completed, the equipment and products to be used, along with photographs to prompt the staff. The training was recorded on the facility matrix. When new equipment was supplied, training was delivered by the provider to the DM team who would disseminate the training to the rest of the staff.

Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	<p>The facility was very clean and the housekeeping standards were excellent. There were no staff vacancies.</p> <p>Cleaning supplier and equipment supplier contracts were in place.</p> <p>The completion of cleaning checks was monitored on a weekly basis.</p> <p>There was a capital spend budget in place for equipment replacement and refurbishment.</p> <p>A retail supply contract was in place and they readily updated the noticeboards and displays.</p>
Measurement Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	<p>Feedback from customers was sought in various ways. This includes NPS, verbal comments, feedback logs, social media and ad-hoc questionnaires. TRP results were logged and monitored. Customer visits triggered an automatic email questionnaire to the customer that asked about their experience.</p> <p>Internal and external audits were completed, and action points were added to a SIMP.</p> <p>Footfall was tracked.</p> <p>The facility used Halo to track the use of the cardio equipment.</p> <p>Staff feedback was monitored to check their motivation levels.</p>
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	<p>The NPS score for the facility had increased from 49 in April to 66.</p> <p>The average NPS score for the year for the facility was 59, and the industry average score was 49.</p> <p>The completion rate of cleaning tasks had improved in the last year. The cleaning task schedule had been reviewed and updated in consultation with the team.</p> <p>The contracted cleaning role had been added and contributed to improving the cleanliness standards. Fewer complaints are being received about cleanliness than a year ago.</p> <p>Membership numbers have improved and income has exceeded budget.</p>

# PEOPLE - Managing the Team

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

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?	When enquiring about the cost of membership and throughout the tour, I was not asked for any details. My enquiry was subsequently not followed up.	VG
Mystery Visit	Did the activity that you took part in feel safe and enjoyable?		E
Plan	How do you plan to communicate with your staff to ensure that they remain well-informed?		E
Plan	How do you plan to deliver training and development for your staff and volunteers?	Although, ad-hoc feedback is asked after staff training sessions, a formal short feedback questionnaire could be introduced.  A Volunteer Pathway could be developed to encourage volunteers to become qualified, they could then be viewed as potential new members of staff.	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?	A review of which casual staff have not had an appraisal could be completed to identify how many staff members have not had a formal meeting.  The introduction of an online appraisal for casual staff could be considered.  Although formal 1-2-1s do not currently take place with all members of the team, this is being introduced next year. Some training could be offered to the DM Team who will be completing these meetings to maximise their impact.	G
Do	Do you have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained?	An EDI policy could be issued to volunteers and included in a Volunteer Welcome pack.	VG
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?	The HR team monitor the average length of service of staff, this could be communicated to the team so they are aware of any weak areas within their team.	E
Measurement Monitoring and Review	How do you measure, monitor and review the professional development and performance of your staff and volunteers?	Annual Appraisals were completed but the team could consider six-monthly meetings to check on the staff members progression.  A Volunteer Training Pathway could be developed to make them aware of the benefits of working for this organisation.	VG
Impact and Outcomes	Can you demonstrate that leaders promote innovation,		E

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>During my swim, it was great to observe a prompt lifeguard changeover.</p> <p>Whilst undertaking a tour of the site, I loved that the Lifeguard showing me around picked up litter (small piece of tissue), whilst chatting away with me. It gave the impression that the team cared about the site and the service that they were providing. This was also reflected in the cleanliness standards of the site.</p> <p>The Receptionist on duty served me, along with other customers, promptly and with a smile.</p>
Mystery Visit	Did the activity that you took part in feel safe and enjoyable?	<p>I felt that the lifeguard team were appropriately watching over the pool during my swim.</p> <p>For half of my swim session, there were two lifeguards on duty (I felt that one may have been in training/shadowing). Both looked attentive to the pool.</p>
Plan	How do you plan to communicate with your staff to ensure that they remain well-informed?	<p>Investment was made in technology and IT systems. Staff were inducted and trained on how to use the Staffmis system.</p> <p>Multiple different meetings take place. This includes:</p> <ul style="list-style-type: none"> <li>- Weekly DM meetings</li> <li>- Swim Team quarterly</li> <li>- Monthly staff meetings</li> <li>- Quarterly staff socials are hosted by the Chief Executive and planned. In these staff are asked to contribute to ideas and provide the senior team with feedback.</li> <li>- Monthly PLG training.</li> </ul> <p>Annual training plans were in place.</p> <p>A member of the Board was assigned to the facility as their main point of contact.</p> <p>Staff newsletters were shared with all staff who have provided HR with an email address.</p> <p>Customers were invited to attend and speak at staff meetings to provide feedback directly to the team.</p>
Plan	How do you plan to deliver training and development for your staff and volunteers?	<p>There was a staff training session every week, which alternated between PLG and non-PLG subject matters.</p> <p>Right Directions was used for staff to complete online training.</p> <p>There was a detailed annual NPLQ training plan in place.</p> <p>There was a training plan in place for Gymnastics Coaches.</p> <p>Internal contracted Trainer Assessors were in place.</p> <p>During the Christmas closure, there was a plan in place for operational staff training and DM training.</p> <p>Volunteers completed a basic facility induction.</p>
Do	How do you ensure that staff are qualified to national industry standards?	<p>There were detailed job descriptions in place and these included minimum qualifications for each role.</p> <p>A National Trainer Assessor and an Administration Officer were in place, they kept up to date on statutory changes in qualifications and legislation and updated staff training accordingly.</p> <p>All staff must provide evidence of qualifications at the point of application.</p> <p>Qualifications were stored centrally and the expiration of qualifications was closely monitored.</p> <p>External training providers must be CIMPSA recognised.</p>
Do	How do you ensure that contracted staff and regular casual staff have one-to-one opportunities to discuss performance, wellbeing and personal development?	<p>Annual appraisals took place with contracted and regular casual staff.</p> <p>The DM Team and GM operated an open-door policy. All staff spoken to praised the support offered to them by the DM and GM team.</p>
Do	Do you have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained?	<p>There was an EDI policy in place, and all staff received training on this as part of their induction. There was also a competency test and annual refresher training in place.</p>
Do	How do you ensure that the workforce is inclusive and	<p>There was an Employability Scheme in place to help provide support and opportunities for residents who were struggling to find work.</p>

representative of the local and served community?

New staff were recruited using the organisation's inclusive recruitment process. The organisation was part of the Disability Confident Employer Scheme guaranteeing interviews for applicants with a disability.

Staff were allowed extra time in written exams if they had any additional needs.

Job vacancies were promoted on the website, social media and within the facility. All staff received emails about in-house vacancies.

The HR Manager worked closely with the local schools to recruit new staff and promote volunteer and work experience opportunities.

Lincoln College promoted the facilities Apprentice scheme to their students.

Measurement  
Monitoring  
and  
Review

How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?

Staff surveys were sent out centrally and bi-annually to all contracted and casual staff.

Staff sickness and absence were monitored, and return-to-work interviews were completed with all staff.

Mental Health First Aiders were in place. Signposting for additional support was provided for staff when required. Welfare calls also took place if a staff member was on long-term sick leave.

Staff were asked to complete informal questionnaires about their mental health and well-being. Jigsaw, an external contractor, provided staff with additional free support or advice if required.

The DM team proactively asked staff for feedback and appeared to be very supportive.

Measurement  
Monitoring  
and  
Review

How do you measure, monitor and review the professional development and performance of your staff and volunteers?

The GM checked if staff have completed additional training as a result of their appraisal.

Staff were asked regularly if they needed any further training or support.

All staff completed the Insights Profile and with their permission, the results were shared with the GM.

Staff survey results were reviewed and the GM met with the HR Team to discuss whether any actions were required.

Staffmis was used to report on the completion of tasks to identify if all staff members were equally pulling their weight.

PLG performance spot checks were completed

The facility was starting to work with the Embassy Theatre to complete Mystery Visits and provide feedback on staff performance.

Some staff had completed Dr Paul Bedford's Customer Service Training and regularly attended his workshops.

Impact  
and  
Outcomes

Can you demonstrate that leaders promote innovation, creativity, and enterprise and develop high morale?

The facility had a fantastic atmosphere and I witnessed great camaraderie amongst the team members.

Staff newsletters celebrated individual staff members' success and good performance.

There was a bonus reward scheme in place, staff could nominate their colleagues for a £100 bonus. There was a list in the staff room that recognised the winners of the bonus.

Staff sessions were made fun by using games and incentives for attendees.

The facility had a good reputation for upskilling and promoting internal staff.

Sick levels were traditionally low.

The Messenger App was used for group texts. The facility was currently doing Secret Santa and had organised a staff night out. Staff were encouraged to take part in team sports together.



# OPERATIONS - Environmental Management

SECTION	BAND
Mystery Visit	Very Good
Plan	Very Good
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?	The poolside showers felt cold. They did not warm up, even after a couple of minutes of showering. I was expecting a hot shower after my swim.	VG
Mystery Visit	Can customers easily get to the facility without driving?	There was information about parking and bicycle parking on the website, however, there was no information regarding access through public transport.	VG
Mystery Visit	Does the facility promote their environmental sustainability policies?	I could not find any information on the site's website regarding environmental policies.	U/S
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?	<p>There is a £1.5 million funding pledge by the council to decarbonise the facility. Once the details of the funding are known, the facility may be able to develop a capital investment plan to reduce its carbon footprint and make use of some new technologies in this area.</p> <p>Training in this area is currently being reviewed. The new plans include:</p> <ul style="list-style-type: none"> <li>- Training for all new starters as part of their induction.</li> <li>- Refresher training for all staff on environmental management</li> <li>- Staff will be asked to calculate their carbon footprint.</li> </ul> <p>When these new training plans are introduced, the facility could ask staff for feedback as to the benefits of the training.</p> <p>Further work could be completed to include the Green Credentials of suppliers for all of their products, perhaps this could include an update of the Procurement Policy.</p>	VG
Do	Is there a positive environmental management culture?	The facility is looking to expand its printer recycling opportunities. It may be useful to monitor the uptake if this is introduced.	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>The facility does not have a Green Champion who works at the PLG level. Including operational staff more in the process and meetings could be beneficial.</p> <p>The facility has requested for the council to share the facility's carbon footprint information for this facility with them. Once received this information could be used to set further targets based on the current footprint.</p> <p>In-house Environmental Audits have been completed for the first time, but time is required for a comparator to be developed.</p>	VG
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	The current carbon footprint is not known by the facility team, access to this information could be helpful in monitoring their impact in this area.	VG

SECTION	QUESTION	STRENGTH
Mystery Visit	Is a Display Energy Certificate (DEC) displayed and in date?	The DEC was on display within the entrance foyer.
Mystery Visit	Are the environmental conditions acceptable?	The pool temperature felt at a perfect level for a good fitness swim. When touring the gym area, it felt like a nice cool temperature. There was sufficient lighting throughout the site.
Mystery Visit	Can customers easily get to the facility without driving?	There was bicycle parking available outside of the site. The site was on the edge of a housing estate, so within a walkable distance for many.
Mystery Visit	Does the facility promote their environmental sustainability policies?	
Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?	Around the back of the site, there were electric vehicle charging bays. There were various types of bins dotted around the facility, encouraging customers to recycle where possible. Water fountains were available within the site.
Plan	How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?	There was an Environmental Plan that mirrors the council's net zero policy. There was a site-specific plan to reduce the carbon footprint. There was an audit schedule in place. There was an Environmental Working Group which has set KPIs, they include: - A plan to reduce venue energy usage - An aim to reduce staff car usage - Progress of SIMP - Reduce the electronic footprint. There was a marketing plan in place on how they would communicate with customers and staff. Key dates had been considered including Beach Clean Week, International Day of Education, and Recycling Week.
Do	Is there a positive environmental management culture?	Environmental Boards were in the staff room and kept up to date with interesting information. Bulbs and metal products were recycled. Wooden pallets were upcycled. Ink cartridges and printer cartridges were returned to the supplier. Recycling points were in place for coffee pods, this was linked to the national Podback campaign. Battery recycling points were in place. Leisure Loop was used to recycle used pool equipment. Clothes recycling bins and general waste recycling bins were in place around the facility. Light switches all had stickers on them reminding staff to turn lights off. Variable speed drivers had been added to the pumps, rainwater harvesting was in use and LED lighting was used.
Do	Is there a system in place to ensure that hazardous, clinical, and medical waste is disposed of correctly, with records maintained?	There was an Environmental Management and Hazardous Waste Policy in place. on which staff had been trained. There was a contract in place for PHS. Waste transfer notes were scanned and stored centrally. Staff were trained on how to deal with chemical spills in the plant room.
Measurement Monitoring and Review	How does the facility measure, monitor and review the effectiveness of their approach to environmental management?	Energy usage was logged monthly, and anomalies were monitored. The Environmental Action Plan was discussed in monthly staff meetings. KPIs from the working group are reviewed and monitored. Chemical spending and usage were monitored every month. Cleaning product usage was monitored and tracked. The results of the audits were reviewed. Lux levels and temperatures were monitored in the Pool Hall. Air conditioning performance and boundaries were tracked and recorded.
Impact and	Can you demonstrate that you have reduced the facility's	Energy consumption had reduced over the last 12 months.

Outcomes environmental impact and carbon footprint?

Environmental management had been added as a section in all newsletters.

50% of lights were now LED, which is 25% more than two years ago.

Staff carbon footprints had started to be tracked.

Senior staff had started to complete the RD training on this.

All Person Specifications included a requirement for staff to be aware of the organisation's stance on carbon reduction.

Staff awareness and energy management had improved in the last 12 months. Positive feedback had been received about the new noticeboards.

# OPERATIONS - Compliance Declaration

SECTION	BAND
All	Pass

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
All	Health and Safety Management System		Y
All	Health and Safety Policy Statement		Y
All	Employers and Public Liability Insurance Certificate		Y
All	Fixed Electrical Installation Inspection Certificate (Dry-Side)		Y
All	Fixed Electrical Installation Inspection Certificate (Wet-Side)		Y
All	Risk Assessments	<p>A review of the Fitness and Studio control measures could be considered to ensure that they are practicable, for example, can instructors realistically screen the footwear of all participants in the gym, and do all instructors complete the verbal health screening at the start of their classes?</p> <p>The facility had determined that an eight-lane pool could be staffed by one PLG as they have a control measure in place of closing two lanes. Control measures, including a new Lifeguard Zone Visibility Test (LZVT) for the swimming pool, could be reviewed to ensure that they are adequate for safe operation.</p> <p>Access to the Pirate Pool when it is closed could also be reviewed. As there is no barrier or partition in place, customers can easily access the unstaffed Pirate Pool when it is closed and the Main Pool is open.</p>	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	Legionella Risk Assessment		Y
All	Gas Boiler Service Records		Y
All	Passenger Lifts and Hoist Examination and Inspection		Y
All	Safeguarding		Y

SECTION	QUESTION	STRENGTH
All	Health and Safety Management System	<p>The lead on Health and Safety for the organisation is Naomi Wilkinson-Baker, she holds the NEBOSH General certificate.</p> <p>The facility uses Right Directions Staffmis, known as Magnet on site. Documents and policies are stored centrally,</p>

and staff have access to the documents.

The RD Stitch system is used to record and log accidents and incidents.

Health and Safety is discussed at bi-monthly specific meetings.

All	Health and Safety Policy Statement	Signed by Joint Chief Executives, Aeneas Richardson and Janes Brindle on 18 November 2023.
All	Employers and Public Liability Insurance Certificate	Employers and Public Liability Insurance issued by Gallagher on 3 July 2023, expires July 2204.
All	Fixed Electrical Installation Inspection Certificate (Dry-Side)	Certificate issued by Parker Technical Services 1 November 2023.
All	Fixed Electrical Installation Inspection Certificate (Wet-Side)	Certificate issued by Parker Technical Services on 27 October 2023.
All	Risk Assessments	<p>The Duty Manager (DM) Matt takes the lead in this area and reviews the risk assessments on an annual basis. Matt is IOSH qualified.</p> <p>Documents are stored on the Magnet (Staffmis).</p> <p>The risk assessments sampled included:</p> <ul style="list-style-type: none"><li>- Fitness and Studio</li><li>- Swimming Pool Hall</li><li>- Young Persons and Work Experience.</li></ul>
All	Fire Risk Assessment (Site-Specific)	<p>Internal review completed by Matthew Ley on 28 June 2023.</p> <p>External Fire Risk Assessment completed by Andy Waters, Right Direction in June 2022.</p>
All	Control of Substances Hazardous to Health (COSHH) Assessments and Safety Data Sheets (SDS)	<p>All staff complete COSHH training as part of their induction and refresher training was given in Pool Lifeguard (PLG) Training.</p> <p>Assessment and SDS sampled included:</p> <ul style="list-style-type: none"><li>- Sliptech Scalon</li><li>- Mr Sheen Multi-surface polish</li><li>- Carex Handwash.</li></ul>
All	Emergency Action Plan/Procedures	Updated on 5 December 2023 by the organisation's Head of Health and Safety and approved by the Chief Executive.
All	Emergency Lighting Test Certificate and Service Records	<p>Issued by the T.V.F Group in June 2023.</p> <p>Monthly checks are logged on Staffmis and were up to date.</p>
All	Fire Alarm Test Certificate and Service Records	Issued by T.V.F Group June 2023, renewal due 18 December 2023. The contractor has been booked in to complete the service next week.
All	Legionella Risk Assessment	East Lindsey District Council completed the assessment on 27 November 2023.
All	Gas Boiler Service Records	Aaron Services issued a certificate for boiler one on 22nd February 2022 and for boiler two on 23 March 2023.
All	Passenger Lifts and Hoist Examination and Inspection	<p>The 6-month lift service was completed by British Engineering Services on 31 July 2023.</p> <p>The tracker, pool hoist and bed hoists services were completed by BES Group on 25 October 2023.</p>
All	Safeguarding	<p>The Safeguarding Adults Policy was updated on 25 January 2023 and approved by the Executive Director.</p> <p>The Safeguarding Children's Policy was updated on 25 January 2023 and approved by the Executive Director.</p> <p>The Designated Safeguarding Lead (DSL) is Naomi Wilkinson-Baker.</p>

# GPLUS - Accessible Facilities

SECTION	BAND
General	Excellent
Car Park	Excellent
Cycle Parking	Excellent
Entrance	Excellent
Reception	Excellent
Changing Rooms	Excellent
Toilets	Excellent
Pool	Excellent

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
General	Clear identifiable turnstile, signage and gate?	An accessible symbol or signage could be added to the gate.	Y
General	Circulation areas clear?		Y
General	Doors easy to open?	The first set of double doors for the Sports Hall felt heavier than all of the other doors tested, it may be worthwhile checking if there are any minor faults with the doors.	Y
General	Signage to facility areas large and clear?		Y
General	Are braille or tactile signs in use throughout the facility?	The height of the signage on the accessible toilets and doors could be reviewed as they may be too high for a user of a wheelchair to reach.	Y
General	Alternative methods to obtain literature, electronic leaflets, and website are available, with information being available in large print upon request?		Y
General	Are assistance dogs welcome within the facility?	Although assistance dogs are welcome in the facility and this is communicated via the website, a written policy on the operational considerations linked to this could be considered.	Y
General	Is access to all seating areas accessible via wheelchair?		Y
General	Working lift to all facility areas?		Y
Car Park	Clearly posted disabled bays?		Y
Car Park	Drop kerbs?		Y
Cycle Parking	Provision should be made for parking cycles in secure locations away from pedestrian routes?	A cover could be considered for the bike storage area.	Y
Cycle Parking	Is there space for adapted cycles and tandems?		Y
Entrance	Automatic doors or clearly displayed process for entry?		Y
Entrance	If glass doors, it is obvious you can tell if door is open or closed, if clear?		Y
Reception	Low level counter?		Y
Reception	Hearing loop signage in place and hearing loop working?		Y
Reception	Sufficient lighting?	There was one high-level light out in the main reception area which the facility could replace	Y

		during the upcoming closure.	
Changing Rooms	Unisex policy, for carers of opposite sex?	Although the Village Changing Area is available for both sexes to use, the staff did not know if there was a unisex policy in place for carers of the opposite sex. This could be investigated and some refresher training given to the team.	N
Changing Rooms	Clear of rubbish, not used as storage?		Y
Changing Rooms	Alarm cord in place, not tied?		Y
Changing Rooms	Doors not too heavy?		Y
Changing Rooms	Clothes hook at correct level?		Y
Changing Rooms	Shower adjustable?		Y
Changing Rooms	Grab rails for shower and toilet?		Y
Changing Rooms	Benches in place?		Y
Changing Rooms	Space for wheelchair to turnaround with door open and closed?		Y
Toilets	Unisex policy, for carers of opposite sex?	The staff did not know if there was a unisex policy in place for carers of the opposite sex. This could be investigated and some refresher training given to the team.	N
Toilets	Clear of rubbish, not used as storage?		Y
Toilets	Alarm cord in place, not tied?		Y
Toilets	Grab rails for toilet?		Y
Toilets	Consumables and drier accessible?		Y
Toilets	Clothes hook at correct level?		Y
Toilets	Space for wheelchair to turnaround with door open and closed?		Y
Pool	Hoist, ramp or chairs to the pool?		Y
Pool	Rails for steps (rather than a ladder)?		Y

SECTION	QUESTION	STRENGTH
General	Clear identifiable turnstile, signage and gate?	Accessible turnstiles and gates are in place. The gate is wide enough for a sports wheelchair.
General	Circulation areas clear?	All circulation areas are wide enough to be used by wheelchairs, and the flooring is smooth, with clear pathways in place.
General	Doors easy to open?	Most doors tested that are not automatic were easy to open. The main entrance consists of two wide automatic doors. Personal and Group Evacuation Plans are in place, within these support is offered to help people with additional needs travel safely throughout the facility.
General	Signage to facility areas large and clear?	All signage was clear and finished to a professional standard. It was very easy to navigate around the facility.
General	Are braille or tactile signs in use throughout the facility?	The signs on the accessible changing rooms and doors were both tactile and used braille.
General	Alternative methods to obtain	Alternative methods of literature are available on request from reception. Staff would offer to email the literature to

	literature, electronic leaflets, and website are available, with information being available in large print upon request?	the customer so they could be used with a screen reader or the size/ colour of the text could be altered. The marketing team can be tasked to produce bespoke literature or documents if an individual has a specific need.
General	Are assistance dogs welcome within the facility?	
General	Is access to all seating areas accessible via wheelchair?	All-access routes observed were clear and unobstructed.
General	Working lift to all facility areas?	
Car Park	Clearly posted disabled bays?	There were ten accessible parking bays that were identifiable via the blue badges and bright yellow floor markings.
Car Park	Drop kerbs?	Drop kerbs were in place.
Car Park	Ramps into facility and handrails?	Entrance to the facility is all on one level and no ramp is required.
Cycle Parking	Provision should be made for parking cycles in secure locations away from pedestrian routes?	Ample bike rack provisions were available near the front door of the facility.
Cycle Parking	Is there space for adapted cycles and tandems?	There was space at either end of the bike rack for adapted cycles and tandems.
Entrance	Automatic doors or clearly displayed process for entry?	The automatic doors were in good working order.
Entrance	If glass doors, it is obvious you can tell if door is open or closed, if clear?	Graphics are on the glass so it was easy to identify if the doors were open or closed.
Reception	Low level counter?	There was a wide low-level reception counter in place.
Reception	Hearing loop signage in place and hearing loop working?	There was a sign prominently placed behind the reception desk promoting the availability of a hearing loop.
Reception	Sufficient lighting?	There was sufficient light in the area.
Changing Rooms	Unisex policy, for carers of opposite sex?	
Changing Rooms	Clear of rubbish, not used as storage?	All the changing rooms were very tidy and clear of rubbish.
Changing Rooms	Alarm cord in place, not tied?	
Changing Rooms	Doors not too heavy?	
Changing Rooms	Clothes hook at correct level?	Clothes hooks were available at two different heights.
Changing Rooms	Shower adjustable?	
Changing Rooms	Grab rails for shower and toilet?	
Changing Rooms	Benches in place?	
Changing Rooms	Space for wheelchair to turnaround with door open and closed?	
Toilets	Unisex policy, for carers of opposite sex?	
Toilets	Clear of rubbish, not used as storage?	
Toilets	Alarm cord in place, not tied?	
Toilets	Grab rails for toilet?	
Toilets	Consumables and drier accessible?	Sanitary products and hand driers were available and in working order.



Toilets	Clothes hook at correct level?	
Toilets	Space for wheelchair to turnaround with door open and closed?	
Pool	Hoist, ramp or chairs to the pool?	The pool hoist was stored on a rack on the poolside and available to use on request.
Pool	Rails for steps (rather than a ladder)?	Although ladders were in place permanently, easy access steps were available and used in specific sessions or on request by customers.

# GPLUS - Engaging with Children 0-11 years

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

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?	<p>Although work is being done to increase the physical activity levels of children aged 0-11 years, there is no formal plan or KPIs in place outside of the HAF project. A plan could be developed which summarises the planned provision for preschool and primary school-aged children.</p> <p>Participation targets for most children's coached activities are financially driven or based on total live membership. The total live memberships could be reviewed via age groups to better identify any gaps in product delivery.</p>	VG
Do	Are high quality opportunities provided and is widening access into sport and physical activity proactively provided for children and families of young children?		E
Do	Is there joint working with other service providers to contribute towards a high quality and inclusive offer in their area that meets the needs of children and families of young children?		E
Measure	Are there precise measurement tools in place with clear targets to evidence how children are engaged and participating in sport, physical activity and physical education?	A review of the attendance of different ages rather than the total throughput could be considered for different activities to identify patterns in the drop of points.	VG
Review	Is new learning, innovation and continuous improvement demonstrated in the services for children and families of young children?	A wider formal review of what services are on offer in this area could be considered so that new ideas could be gained.	VG
Impact	Is there evidence of the positive impact of the interventions for children in terms of their physical and mental development and health and wellbeing?	Formal analysis of the activities via age groups, perhaps year groups or pre-school and primary school ages, could be considered to help better demonstrate the impact the team have in this area.	VG

SECTION	QUESTION	STRENGTH
Plan	Are priorities and objectives identified to increase participation amongst young people and to engage those who are inactive?	<p>The Let's Move Lincolnshire report written by the University of Lincoln identified that there are low activity levels and higher levels of obesity in children from the area. There was an aim to link in with National Campaigns and work with local partners to provide more activity opportunities for children.</p> <p>Deprived areas have been identified, and community activities were focussed around these. 27,000 children were entitled to free school meals, and target schools had been identified. The local demographics showed that there was a holiday poverty gap in the area and that there was a need for holiday physical activity programmes.</p>

Staff had been recruited to lead and deliver the Healthy Activity Food (HAF) programme. HAF attendance targets had been set up for 2024.

The Community Teamwork with Active Lincoln and had identified that girls in this area were less active than the national average. As a result, special activity events and days had been planned.

Staff liaised with Disability Forum to understand the needs of children living with a disability within this area and adapted programming when required.

Do	Are high quality opportunities provided and is widening access into sport and physical activity proactively provided for children and families of young children?	<p>A wide range of sports activities were available, including gymnastics, and basketball. Safeguarding risk assessments were in place and there were Coaches who specialise in SEND delivery.</p> <p>Only qualified staff were used and National Governing Bodies standards were referenced for best practice.</p> <p>Holiday programmes were developed, in particular, there was a successful HAF project in place.</p> <p>Within the pool programme, there was a wide range of session types to attend. The Pirate Pool was ideal for under-8s to come into the facility and have fun within a pool environment. During the holidays an updated pool programme was done.</p> <p>There was a Home Education PE group, that children could attend every Friday and take part in different physical activities. This programme was for home-educated children.</p> <p>Soft Play was only £2.50 for children over 6 months and free for those under 6 months. Concessionary rates were available for all children's activities.</p> <p>Glo-Ji Energy was a new free programme for children who have been identified as having a high BMI, children took part in physical activity and the parents received education on nutrition and exercise.</p>
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Do	Is there joint working with other service providers to contribute towards a high quality and inclusive offer in their area that meets the needs of children and families of young children?	<p>The key stakeholders in the area were;</p> <ul style="list-style-type: none"><li>- Lincolnshire County Council</li><li>- One You Lincolnshire</li><li>- Active Lincolnshire</li><li>- Police</li><li>- Fire Brigade</li><li>- Local Dental Service</li><li>- NHS</li><li>- Magna Vita Community Team</li><li>- Lincolnshire Co-Op</li><li>- Local Primary Schools</li><li>- Local sports clubs</li><li>- Local Nurseries.</li></ul> <p>Information on children's activities was shared via email regularly.</p> <p>Family Days have been planned with local partners.</p> <p>Pre-school swimming lessons were delivered in partnership with local nurseries.</p>
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Measure	Are there precise measurement tools in place with clear targets to evidence how children are engaged and participating in sport, physical activity and physical education?	<p>The FOH software data was used to track attendance and participation.</p> <p>As part of the HAF project they track:</p> <ul style="list-style-type: none"><li>- Daily attendance</li><li>- Attendance for the period</li><li>- Additional needs of children as a percentage.</li></ul> <p>General activity schemes tracked attendance and course capacities.</p>
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Review	Is new learning, innovation and continuous improvement demonstrated in the services for children and families of young children?	<p>Audits of the products of the services were completed regularly by internal and external bodies.</p> <p>HAF and the local council reviewed the programme after each delivery period, and new targets and best practices were discussed. The council also completed Quality Assurance inspections for the HAF project, in which food hygiene standards and quality standards were checked.</p> <p>The HAF Manager attends networking events to learn best practices and discuss new ideas with peers.</p> <p>The Home Education Group received an e-survey asking for feedback on the programme.</p>
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Impact	Is there evidence of the positive impact of the interventions for children in terms of their physical and mental development and health and wellbeing?	<p>A third of children attending the HAF sessions had additional needs.</p> <p>SEND sessions were 100% attended.</p> <p>The Facilities Gymnastics Club was nominated for British Gymnastics Club of the Year and the Positive Experience for Children and Young People with Lincolnshire Sport and Physical Activity Awards.</p> <p>The HAF team has been nominated for the Inclusion and Diversity in Delivering Golf for Golf England.</p>
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The HAF joined the Daily Mile programme and increased the attendance number from 2 to 60 children per session, with 75% completing the mile as a run rather than a walk.



# SPLUS - Swimming Lessons

SECTION	BAND
Plan	Very Good
Do	Very Good
Measure	Very Good
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 plan to deliver an inclusive Swimming Lesson programme and maximise capacity?	On the current join online system, any type of customer could book directly and sign up for a swimming lesson. This approach could be reviewed as currently new customers could identify themselves with a specific swimming ability, book and attend a class that may not be suitable for them. Introducing competency tests for brand new customers who identify themselves as swimmers could ensure that no child is placed at risk by prescribing the level of class they are suitable for.	VG
Do	How do you communicate the programme and progress of participants to staff, new and existing customers?	The facility could remind the parents within the welcome letter that if their child is under 8 years old they must remain at the facility for the duration of the lesson.  Lesson plans are currently not linked to the GoLearn system, the facility could consider if this could be added to the system to improve communication with the teachers and ensure consistency.  The facility had chosen not to keep a waiting list, operating on a first come first served basis for new non-swimmers. This may have some benefits, but may also deter or frustrate new customers as this onus has been placed on them to keep checking the system for availability. A review of how new customers found the signing up process could be completed to see if there is an issue or not. The review could determine the average length of time a person had been waiting to start lessons.	G
Do	What external influences and good practices have you considered?	Although a competitor analysis had been completed for an Everyone Active facility and at Nottingham University, a more regular SWOT analysis could be completed and shared with the team of other local swim schools.	VG
Do	What resources have you in place to fulfil the delivery of the programme?		E
Measure	How do you measure?	As the facility does not keep a waiting list it is difficult to ascertain what the latent demand for swimming lessons are. A review of the approach of a waiting list could be considered.	VG
Review	How do you review what you measure?	120 people responded to the latest swim lesson one-off survey about "Are you more confident allowing your child to swim when you go on holiday", but as this is the first questionnaire of its kind there has not been an opportunity to establish any patterns or progress. A plan could be developed focusing on quarterly short questionnaires to get more regular feedback on key issues.	VG
Impact	Has what you have done made a difference?	I am not aware of an NPS score specifically for swim lesson attendees, it could be a good idea to establish a baseline and create a plan for how to boost this figure.  A record of the total hours of staff training completed by swim teachers and assistants could be recorded to ascertain if more training hours have been completed.	VG

SECTION	QUESTION	STRENGTH
Plan	How do you plan to deliver an inclusive Swimming Lesson programme and maximise capacity?	The facility had a DM who led on Aquatics. The DM lead attended Swim England (SE) monthly updates and shared this information with the team. They also attended cross-site Waterwise meetings to discuss best practices. Waterwise reports were shared with the team three times a year.  There was a swim lesson budget in place, and targets had been set. Pool programming had been reviewed and planograms were in place to maximise pool space and usage.  GoLearn Pro software was used to manage the swimming lessons more efficiently. This was used to spot non-attendees and bottlenecks within the scheme.

There was a communication plan in place with the marketing team. The swim journey was detailed on the website and notice boards within the facility.

There was a plan to liaise with the local swim club to recruit prospective teachers. All teachers must have a SE qualification, and they all received full induction and shadow shifts. There was an annual compulsory training plan in place for all teachers. Training was planned, teachers must attend one out of three training sessions, topics covered include:

- Company DNA and staff structure
- iPad usage and how to use it during a lesson
- Principles of coaching
- Survey results
- Basic inductions.

Do	How do you communicate the programme and progress of participants to staff, new and existing customers?	<p>The website and social media platforms were kept up to date with relevant swim lesson information. There was an online welcome pack that all new attendees received. All staff were identifiable via their uniform.</p> <p>The GoLearn system was used, and both staff and customers had access to the course details within this. Teachers could see if a child had any medical issues, if it was the child's first lesson or if it was the child's birthday.</p> <p>Customers could log in and check their child's progress and what they need to do to achieve the next award. The GoLearn system sent an email to the customer to inform them if an award had been achieved and how to purchase a badge. Automatic emails were also sent prompting customers to move their child to a new lesson.</p> <p>Talent Spot cards were in place to identify if a child was ready to progress to the swimming club.</p> <p>Regular Aquatic staff meetings and training took place to keep standards up to the correct level and to discuss best practices.</p>
Do	What external influences and good practices have you considered?	<p>The facility worked with East Lindsey Council to check the achievement levels within Education Swimming Lessons and discuss how as an operator they could contribute to this. They then liaised with schools in the area and offered "top-up" sessions for students who had not achieved the 25-metre badge in Year 6.</p> <p>The DM lead attended Swim England webinars and update meetings. Swim teachers completed SE Continuous Professional Development (CPD).</p> <p>An external Level Three teacher had been used to observe lessons and provide feedback.</p> <p>The facility supported and promoted some National Campaigns, such as Drowning Prevention Week.</p>
Do	What resources have you in place to fulfil the delivery of the programme?	<p>There was a corporate lead on swimming lessons and a facility DM lead in place.</p> <p>GoLearn and the Front of House (FOH) system were used to automate the joining up and general admission process.</p> <p>Programmes were reviewed every term to maximise pool space and attendance.</p> <p>Free swimming was given to DD payers to help them progress through the swim scheme promptly and also get them to visit the facility more often.</p> <p>Swim equipment had been purchased to be able to match the scheme's maximum capabilities.</p> <p>There were no vacancies within the swim team. Staff qualifications and training schedules were in place. PLG zones had been established and staff had received training.</p>
Measure	How do you measure?	<p>Various KPIs were measured regularly. These included:</p> <ul style="list-style-type: none"><li>- Average occupancy levels</li><li>- Income</li><li>- Expenditure</li><li>- Sales</li><li>- Cancellations</li><li>- School income</li><li>- Attrition rate</li><li>- Badge sales.</li></ul>
Review	How do you review what you measure?	<p>Meetings took place between the GM and DM lead. Feedback from Exit Questionnaires were reviewed, along with pinch points within the scheme.</p> <p>Financials were reviewed against the budget and if required, targets were reprofiled.</p> <p>The feedback from customers was reviewed and discussed to identify if any extra staff training was required.</p>
Impact	Has what you have done made a difference?	<p>Five schools were now taking part in the "top-up" scheme. 43 children had now attended the scheme, with 24 achieving the 25-metre badge with other participants showing improvements in their swimming ability.</p> <p>For Drowning Prevention Week a new taster session and education session were delivered in partnership with the Police and the Fire brigade.</p>

In April 2021, there were 721 attendees on the scheme which has increased to 1,121 in November 2023.

1-2-1 income has doubled under the lead of Sharon, Duty Supervisor.

Attendance to swimming lessons had increased in the last 12 months.

# SPLUS - Sales and Retention

SECTION	BAND
Plan	Very Good
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 plan to increase membership levels and maximise use of your programme?	A membership sale unit target could be hit, but the product type sold could be of a lower yield impacting the future income. A review of the average yield required per sale to hit the financial sales target could be considered.	VG
Do	How do you communicate the sales and retention programme to staff and stakeholders?	Annual refresher training on sales and products could be provided to the wider team. Staff could receive further training so that they have a better understanding of what is included in the digital customer journey.  A formal retention plan for customers who have been members for over 12 weeks could be developed. This could include some scheduled Fitness Festivals or social events which occur every quarter and could be linked with a Bring a Friend promotion.	VG
Do	What training has been delivered to ensure that the staff are equipped with the skills to successfully sell and to retain customers?	Although some staff had received training on how to deal with online cancellation requests, the development of a range of "Save Tools" could be developed so that the FOH team could offer specific items, such as a freeze, a new package, or perhaps a guest pass for a friend to stop a customer from cancelling.	VG
Do	What resources have been allocated to achieve the sales and retention targets?		E
Measure	How do you measure?		E
Review	How do you review what you measure?	Although membership live totals are available, more attention could be given to how that live total is made up. For example how many people are on which subscription type, and are there any growths or drop-offs in a particular area.	VG
Impact	Has what you have done made a difference?	Fitness Attrition rates had been maintained for the last twelve months at 6%. Gymnastics Attrition rates had been maintained for the last twelve months at 5%. Although it was good that attrition rates had not worsened, it could be useful to review the current service delivery plans so that improvements could be implemented.	VG

SECTION	QUESTION	STRENGTH
Plan	How do you plan to increase membership levels and maximise use of your programme?	The gym, sauna and steam room had been refurbished to ensure that standards remained high.  All memberships were all-inclusive, so customers could access all areas. The swimming lesson subscription included free swimming for the course attendees.  Annual sales targets were in place. All staff received training on the different products and sales advisers received training on sales techniques. Regular CLUK training was completed by staff to help them perform to a high level and keep up to date on best practices.  There was a set marketing plan in place linked to planned promotions. Ad-hoc promotions and campaigns were added as and when to react to a slump in performance.  Programming was reviewed to ensure that it was innovative.  Competitor analysis was completed to keep abreast of the competition and learn best practices.
Do	How do you communicate the sales and retention	KPIs were logged on the whiteboard in the office areas. Active sales per day were monitored daily and shared with staff.



	programme to staff and stakeholders?	<p>Reasons for cancellations were shared with the team in meetings.</p> <p>TRP was in place and had been updated to shape communications with customers.</p> <p>Templates had been designed and staff were asked to use these corporate templates when communicating with customers.</p> <p>Staff and stakeholders received copies of the Quarterly Reports.</p> <p>Free guest passes were available during National Fitness Week.</p> <p>Customers had access to an App, the website and social media.</p>
Do	What training has been delivered to ensure that the staff are equipped with the skills to successfully sell and to retain customers?	<p>The FOH staff completed a four-week training plan which included how to speak to customers and complete tours. There were FOH, Sales and Marketing Team meetings monthly.</p> <p>Training had been completed with Dr Paul Bedford and CLUK was shared with the wider team. Brand-standard templates were available for the team to use when they liaise with customers.</p> <p>General staff complete training in:</p> <ul style="list-style-type: none"> <li>- How to do a sales tour</li> <li>- Dealing with difficult customers</li> <li>- Customer service training</li> <li>- Conflict management</li> <li>- Product Training</li> <li>- Corporate targets.</li> </ul>
Do	What resources have been allocated to achieve the sales and retention targets?	<p>A Sales and Retention Team Leader was in place. There were six contracted Sales and Communication staff who dealt with both sales and retention.</p> <p>A marketing budget had been assigned to support sales and retention.</p> <p>Systems had been designed to log feedback and monitor cancellations. TRP was used to help liaise with customers better.</p> <p>An App has been developed to promote new offers and allow customers to book sessions and send messages.</p> <p>GoLearn was used for junior coached sessions, this included automatic welcome emails. It also tracked non-attendees so interventions could be completed.</p>
Measure	How do you measure?	<p>A wide range of KPIs are measured, they include:</p> <ul style="list-style-type: none"> <li>- Sales</li> <li>- Income</li> <li>- Cancellations</li> <li>- Pool density</li> <li>- Attrition rates</li> <li>- Average length of membership</li> <li>- Course capacities</li> <li>- Average yield</li> <li>- NPS.</li> </ul>
Review	How do you review what you measure?	<p>Scorecards, financial and attendance reports were reviewed and new reactive targets or stretch targets were set. The reviews had led to the introduction of new marketing campaigns.</p> <p>Programmes were updated.</p> <p>Promotions were reviewed for their performance against their target.</p>
Impact	Has what you have done made a difference?	<p>The Sales and FOH team had been expanded in the last two years.</p> <p>The TRP system had been reviewed and the responses had become more tailored for the different customer types.</p> <p>The join online process had been simplified.</p> <p>NPS score was 62 which was 20 above the target.</p> <p>In November 2022 throughput was 24,723 compared to 33,823 throughput in November 2023.</p> <p>Gymnastic Live membership had grown from 129 in 2019 to 298 in December 2023.</p> <p>Swimming Lesson Live membership had grown from 878 in 2019 to 1,127 in December 2023. In the last year Swim lesson attrition rates had decreased by 1% to 3%.</p> <p>Gym Membership Live membership had grown from 1,487 in 2019 to 2,214 in December 2023.</p>

## PURPOSE - Planning to Improve

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

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)		E
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>Regular communication with smaller block bookers could be introduced.</p> <p>An annual survey with all block bookers could be considered.</p> <p>A newsletter could be developed and shared with key stakeholders every quarter.</p>	VG
Do	Are there sufficient resources available to deliver the objectives and improvement tasks?		E
Measurement Monitoring and Review	How do you measure?		E
Measurement Monitoring and Review	How do you review what you measure?	Cost per head could be considered for the studio as external instructors cost more than internal instructors.	VG
Impact and Outcomes	Has what you have done made a difference?		E

SECTION	QUESTION	STRENGTH
Plan	Has the organisation identified its purpose in developing the business plan, how do you plan to improve?	<p>There was a detailed Leisure Strategy Plan which was updated annually and also a Business Plan for 2022 to 2027.</p> <p>Both of these were linked to the local council's strategy and targets.</p> <p>NPS scores and benchmarks were used to set targets and to identify areas of improvement for the following year.</p> <p>There was a SIMP in place which was kept up to date by the GM and DM team.</p> <p>Staff were encouraged to plan meetings in advance and to share the business performance of the facility with the team.</p> <p>Targets for finance and throughput were set for different areas of the business and activities.</p>
Do	How are the staff and stakeholders involved in the development of the business	<p>The actions within the SIMP were delegated to different staff members and departments to complete.</p> <p>Staff Socials were delivered by the CEO where updates on performance were given and ideas could be discussed.</p>

objectives and the delivery of continuous improvement actions? (Challenge for staff)

The CEO met with the council on a monthly basis to discuss plans for the facility and its performance.

There was a Board in place, and they had been recruited as they had different skill sets and a wide range of knowledge. They contributed to the development of policies, procedures, operational standards and budgets.

The Buddy System assigned a Board member to the facility to improve communication between staff and the Board.

The GM was actively engaged in the setting of budgets and targets. The Balanced Scorecard was displayed in the staff room.

Departmental meetings took place at a facility level where KPIs and customer feedback were reviewed and discussed.

During the latest refurbishment of the gym, a wide range of stakeholders were involved and consulted. This ranged from local councillors to the facilities DM team.

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)

Staff Socials and regular meetings took place. The CEO provided an overview of the organisation's performance.

The GM communicated the facility's performance every month with the staff.

The DM team met every week with the GM to discuss their performance and SIMP.

Project and Quarterly Reports were displayed on the website and emailed to the staff members.

Social media was used well to keep the customers up to date on the recent gym refurbishment.

Coffee and Natters were held a couple of times a year with members and created a relaxed forum for staff and customers to meet and chat.

The main block bookers within the facility were met every two to three months, open conversations were held and improvement plans were discussed.

Do Are there sufficient resources available to deliver the objectives and improvement tasks?

The facility staff felt well supported by the organisation's senior management team.

There was a detailed operational plan in place to ensure that all policies and procedures are in place and updated regularly.

Annual price reviews were done to help boost income where required. Budgets were forecast and external pressures, such as changes to the minimum wage were factored in during review meetings.

There was a good PPM in place and the facility looks very well maintained. The Christmas closedown allowed the facility to complete some essential maintenance.

MeasurementHow do you measure?  
Monitoring  
and  
Review

An annual equipment asset review was in place.

The Balanced Scorecard was in place, this included;

- Income
- Expenditure
- Surplus and Deficit
- Accident analysis
- Social Value
- Venue visits
- NPS

Quarterly Review reports were completed.

External audits including local council audits, Right Directions Health and Safety audits and Quest were completed.

A review of the Leisure Strategy Plan had been completed and checks had taken place to ensure that all risk assessments had been updated.

MeasurementHow do you review what you  
Monitoring measure?  
and  
Review

The SIMP was reviewed with the GM and DM team to check if progress had been made against the planned completion schedule.

The Cancellation Tracker was reviewed to check the reasons for cancellation for the different product types.

The NPS scores and results were monitored for trends and direction of travel.

Attendance to different activities was reviewed and the programme was updated to try and boost attendance.

Impact Has what you have done  
and made a difference?  
Outcomes

The virtual class programme had been reviewed and they had been able to save money on the operation of the projector.

Three new in-person classes had been added to the programme following customer feedback.

Participation figures had increased:

- Gymnastics had increased from 273 in December 2022 to 298 in November 2023.

- Swimming Lessons had increased from 1,093 in December 2022 to 1,127 in November 2023.
- Fitness memberships had increased from 1,747 in December 2022 to 2,214 in November 2023.

The NPS score had improved.

Income had increased from circa £1.6 million in 2022 to a forecast of circa £1.8 million.

RD Health and Safety audit scores had increased from 84% in 2022 to 89% in 2023.

## ACTION PLAN

SOURCE	SUB SOURCE	TASK / ACTION REQUIRED
Response	Customer Journey	<p>I unfortunately did not receive a call back from one of the Lifestyle Consultants, following my call with the reception team, enquiring about the accessibility of the gym.</p> <p>When looking at information online regarding swimming lessons, the website stated "If you're interested in your child starting swimming lessons with us get in contact by calling us on 01507 607650". When phoning the site, the pre-recorded message states to only speak to somebody if the enquiry is urgent.</p> <p>Only three of my 10 attempted calls were answered.</p>
Response	Customer Journey	I observed a number of empty poster frames throughout the site.
Response	Environmental Management	The poolside showers felt cold. They did not warm up, even after a couple of minutes of showering. I was expecting a hot shower after my swim.
Response	Tackling Inequalities (Activity Alliance)	<p>When using the accessibility feature on the website, the zoom options did not seem to do anything. The high contrast function worked as expected. On a mobile device, the accessibility toolbar did not work at all.</p> <p>I felt that the accessibility tool was a little limited in its functionality. It did not have the option to read aloud or translate into other languages. There was no information on the accessibility page to describe how to do this either.</p> <p>At the bottom of the site's website, there were links to risk assessments. All of the documents stated that the next reviews were due in 2021. These risk assessments were about Covid operations.</p>
Response	Customer Journey	I did not observe any name badges being worn by the team members that I interacted with.
Response	Environmental Management	There was information about parking and bicycle parking on the website, however, there was no information regarding access through public transport.
Response	Managing the Team	When enquiring about the cost of membership and throughout the tour, I was not asked for any details. My enquiry was subsequently not followed up.
Response	Operational Management	<p>Many of the lines for the car parking bays were worn.</p> <p>It was explained to me that the sauna was out of use, whilst I was being shown the area.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>The organisation could consider the introduction of a customer newsletter.</p> <p>The GM was not aware if accessibility had been considered in the development of the new Marketing Brand Standards, further information and awareness training with the wider team could be considered.</p>
Response	Customer Journey	Response rates to TRP messages were only 10%, moving forward the messages were going to be tailored for different customer types and SMS messaging will be used to try and increase the response rate. It could be useful to monitor which messages have the best response rates in the future to help maximise the interactions.
Response	Compliance Declaration	<p>A review of the Fitness and Studio control measures could be considered to ensure that they are practicable, for example, can instructors realistically screen the footwear of all participants in the gym, and do all instructors complete the verbal health screening at the start of their classes?</p> <p>The facility had determined that an eight-lane pool could be staffed by one PLG as they have a control measure in place of closing two lanes. Control measures, including a new Lifeguard Zone Visibility Test (LZVT) for the swimming pool, could be reviewed to ensure that they are adequate for safe operation.</p> <p>Access to the Pirate Pool when it is closed could also be reviewed. As there is no barrier or partition in place, customers can easily access the unstaffed Pirate Pool when it is closed and the Main Pool is open.</p>
Response	Operational Management	Heavily used cardio equipment could be relocated based on the Halo usage figures to extend its lifecycle.

Response	Operational Management	<p>The cleaning contractors' responsibilities were under review following feedback from staff and customers. Once this has been completed it could be useful to hold a staff training session to communicate the changes and why these have been bought in.</p> <p>A written note could be made within inductions in which staff were told not to use equipment they have not been trained on.</p>
Response	Managing the Team	<p>A review of which casual staff have not had an appraisal could be completed to identify how many staff members have not had a formal meeting.</p> <p>The introduction of an online appraisal for casual staff could be considered.</p> <p>Although formal 1-2-1s do not currently take place with all members of the team, this is being introduced next year. Some training could be offered to the DM Team who will be completing these meetings to maximise their impact.</p>
Response	Environmental Management	<p>I could not find any information on the site's website regarding environmental policies.</p>
Response	Environmental Management	<p>There is a £1.5 million funding pledge by the council to decarbonise the facility. Once the details of the funding are known, the facility may be able to develop a capital investment plan to reduce its carbon footprint and make use of some new technologies in this area.</p> <p>Training in this area is currently being reviewed. The new plans include:</p> <ul style="list-style-type: none"> <li>- Training for all new starters as part of their induction.</li> <li>- Refresher training for all staff on environmental management</li> <li>- Staff will be asked to calculate their carbon footprint.</li> </ul> <p>When these new training plans are introduced, the facility could ask staff for feedback as to the benefits of the training.</p> <p>Further work could be completed to include the Green Credentials of suppliers for all of their products, perhaps this could include an update of the Procurement Policy.</p>
Response	Environmental Management	<p>The current carbon footprint is not known by the facility team, access to this information could be helpful in monitoring their impact in this area.</p>
Response	Environmental Management	<p>The facility does not have a Green Champion who works at the PLG level. Including operational staff more in the process and meetings could be beneficial.</p> <p>The facility has requested for the council to share the facility's carbon footprint information for this facility with them. Once received this information could be used to set further targets based on the current footprint.</p> <p>In-house Environmental Audits have been completed for the first time, but time is required for a comparator to be developed.</p>
Response	Environmental Management	<p>The facility is looking to expand its printer recycling opportunities. It may be useful to monitor the uptake if this is introduced.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>Within the "Facilities for everyone" section on the website, there was limited information regarding accessibility. This did not include information such as whether there was provision for those with hearing or visual impairments.</p> <p>There was an "Accessibility" link at the bottom of the website. This page had limited information, other than the option to click open an accessibility feature.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>Better communication could be considered between the Community Team and the leisure facility staff. The facility team could benefit from having sight of the Community Team's Annual Plan, so they could include this in a site-specific plan.</p> <p>A site-specific plan could be introduced that also links the corporate plan to facility programming and activities. This may better help identify the target groups for the next five years and allow for clearer KPIs to be developed.</p>
Response	Tackling Inequalities (Activity Alliance)	<p>It could be beneficial to know what percentage of HAF children become regular customers.</p> <p>A review of the membership base could be considered to see if there is synergy between the community demographics and the live customer base. This could help identify if there are any gaps in their service provision and programming.</p>

		Although some staff have completed Dementia Awareness training, this could be rolled out to all customer-facing staff.
Response	Tackling Inequalities (Activity Alliance)	There was a Social Media Policy in place, but staff could benefit from some refreshing training on the standards.
Response	Tackling Inequalities (Activity Alliance)	Google analytics results could be shared with the team so they are more aware of the impact of their communications.
Response	Tackling Inequalities (Activity Alliance)	The development of a formal written consultation plan could ensure that consultation is sought from customers and National Governing Bodies (NGB) on a more regular basis.
Response	Tackling Inequalities (Activity Alliance)	The development of a communication plan with all of the local stakeholders could be developed to keep them engaged and actively improve their services.
Response	Managing the Team	<p>Although, ad-hoc feedback is asked after staff training sessions, a formal short feedback questionnaire could be introduced.</p> <p>A Volunteer Pathway could be developed to encourage volunteers to become qualified, they could then be viewed as potential new members of staff.</p>
Response	Managing the Team	An EDI policy could be issued to volunteers and included in a Volunteer Welcome pack.
Response	Managing the Team	The HR team monitor the average length of service of staff, this could be communicated to the team so they are aware of any weak areas within their team.
Response	Managing the Team	<p>Annual Appraisals were completed but the team could consider six-monthly meetings to check on the staff members progression.</p> <p>A Volunteer Training Pathway could be developed to make them aware of the benefits of working for this organisation.</p>
Response	Customer Journey	<p>Prospects were being logged manually on a spreadsheet. It could be useful to see if the FOH system had the ability to log and manage prospects in a more efficient manner.</p> <p>Further sales performance review statistics could be considered, for example, each staff member could record their telephone-to-appointment made ratio; the appointment-to-show ratio; the show-to-sale ratio and the sale-to-referral ratio. This could help set the required activity levels required to hit the sales target, and areas of training for the staff.</p> <p>The facility may benefit from knowing its average yield per member.</p>
Response	Customer Journey	<p>The average length of DD membership is 1 year 10 months and 7 days. It could be beneficial to review this number once every six months to be able to check the direction of travel.</p> <p>The NPS movement score for the pool was -2, the cause of this could be investigated so corrective action could be taken.</p>
Response	Swimming Lessons	<p>The facility could remind the parents within the welcome letter that if their child is under 8 years old they must remain at the facility for the duration of the lesson.</p> <p>Lesson plans are currently not linked to the GoLearn system, the facility could consider if this could be added to the system to improve communication with the teachers and ensure consistency.</p> <p>The facility had chosen not to keep a waiting list, operating on a first come first served basis for new non-swimmers. This may have some benefits, but may also deter or frustrate new customers as this onus has been placed don to them to keep checking the system for availability. A review of how new customers found the signing up process could be completed to see if there is an issue or not. The review could determine the average length of time a person had been waiting to start lessons.</p>
Response	Swimming Lessons	On the current join online system, any type of customer could book directly and sign up for a swimming lesson. This approach could be reviewed as currently new customers could identify themselves with a specific swimming ability, book and attend a class that may not be suitable for them. Introducing competency tests for brand new customers who identify themselves as swimmers could ensure that no child is placed at risk by prescribing the level of class they are suitable for.
Response	Swimming Lessons	Although a competitor analysis had been completed for an Everyone Active facility and at Nottingham University, a more regular SWOT analysis could be completed and shared with the team of other local swim schools.

Response	Swimming Lessons	<p>I am not aware of an NPS score specifically for swim lesson attendees, it could be a good idea to establish a baseline and create a plan for how to boost this figure.</p> <p>A record of the total hours of staff training completed by swim teachers and assistants could be recorded to ascertain if more training hours have been completed.</p>
Response	Swimming Lessons	<p>As the facility does not keep a waiting list it is difficult to ascertain what the latent demand for swimming lessons are. A review of the approach of a waiting list could be considered.</p>
Response	Swimming Lessons	<p>120 people responded to the latest swim lesson one-off survey about "Are you more confident allowing your child to swim when you go on holiday", but as this is the first questionnaire of its kind there has not been an opportunity to establish any patterns or progress. A plan could be developed focusing on quarterly short questionnaires to get more regular feedback on key issues.</p>
Response	Engaging with Children 0-11 years	<p>Although work is being done to increase the physical activity levels of children aged 0-11 years, there is no formal plan or KPIs in place outside of the HAF project. A plan could be developed which summarises the planned provision for preschool and primary school-aged children.</p> <p>Participation targets for most children's coached activities are financially driven or based on total live membership. The total live memberships could be reviewed via age groups to better identify any gaps in product delivery.</p>
Response	Engaging with Children 0-11 years	<p>A review of the attendance of different ages rather than the total throughput could be considered for different activities to identify patterns in the drop of points.</p>
Response	Engaging with Children 0-11 years	<p>Formal analysis of the activities via age groups, perhaps year groups or pre-school and primary school ages, could be considered to help better demonstrate the impact the team have in this area.</p>
Response	Engaging with Children 0-11 years	<p>A wider formal review of what services are on offer in this area could be considered so that new ideas could be gained.</p>
Response	Planning to Improve	<p>Regular communication with smaller block bookers could be introduced.</p> <p>An annual survey with all block bookers could be considered.</p> <p>A newsletter could be developed and shared with key stakeholders every quarter.</p>
Response	Planning to Improve	<p>Cost per head could be considered for the studio as external instructors cost more than internal instructors.</p>
Response	Accessible Facilities	<p>An accessible symbol or signage could be added to the gate.</p>
Response	Accessible Facilities	<p>The first set of double doors for the Sports Hall felt heavier than all of the other doors tested, it may be worthwhile checking if there are any minor faults with the doors.</p>
Response	Accessible Facilities	<p>The height of the signage on the accessible toilets and doors could be reviewed as they may be too high for a user of a wheelchair to reach.</p>
Response	Accessible Facilities	<p>Although assistance dogs are welcome in the facility and this is communicated via the website, a written policy on the operational considerations linked to this could be considered.</p>
Response	Accessible Facilities	<p>A cover could be considered for the bike storage area.</p>
Response	Accessible Facilities	<p>There was one high-level light out in the main reception area which the facility could replace during the upcoming closure.</p>
Response	Accessible Facilities	<p>Although the Village Changing Area is available for both sexes to use, the staff did not know if there was a unisex policy in place for carers of the opposite sex. This could be investigated and some refresher training given to the team.</p>
Response	Sales and Retention	<p>A membership sale unit target could be hit, but the product type sold could be of a lower yield impacting the future income. A review of the average yield required per sale to hit the financial sales target could be considered.</p>
Response	Sales and Retention	<p>Annual refresher training on sales and products could be provided to the wider team. Staff could receive further training so that they have a better understanding of what is included in the digital customer journey.</p> <p>A formal retention plan for customers who have been members for over 12 weeks could be</p>



developed. This could include some scheduled Fitness Festivals or social events which occur every quarter and could be linked with a Bring a Friend promotion.

Response	Sales and Retention	Although some staff had received training on how to deal with online cancellation requests, the development of a range of "Save Tools" could be developed so that the FOH team could offer specific items, such as a freeze, a new package, or perhaps a guest pass for a friend to stop a customer from cancelling.
Response	Sales and Retention	Although membership live totals are available, more attention could be given to how that live total is made up. For example how many people are on which subscription type, and are there any growths or drop-offs in a particular area.
Response	Sales and Retention	Fitness Attrition rates had been maintained for the last twelve months at 6%. Gymnastics Attrition rates had been maintained for the last twelve months at 5%. Although it was good that attrition rates had not worsened, it could be useful to review the current service delivery plans so that improvements could be implemented.
Response	Accessible Facilities	The staff did not know if there was a unisex policy in place for carers of the opposite sex. This could be investigated and some refresher training given to the team.