



# Quest Assessment Report

## MAGNA VITAE SKEGNESS POOL AND FITNESS SUITE

ASSESSMENT TYPE: Quest Plus (2023)

MV DATE & TIME: 02nd October 2023 12:30

ASSESSOR: Phil Lown

ASSESSOR DATE: 04th October 2023

## OVERALL ASSESSMENT SUMMARY

ASSESSMENT TYPE

QUEST PLUS (2023)

OVERALL

VERY GOOD

## EXECUTIVE SUMMARY

### STRENGTHS

#### MYSTERY VISIT:

The website downloadable pool programme appeared to be up to date and mirrored activities/ information seen at the facility during the visit. Prices were available on the downloadable PDF too, and various memberships were available for children, students, families and adults. The MV Card provided additional discounts to the standard price, including a concessionary price.

The interaction with the lifeguard was particularly exceptional. He initially smiled and nodded a greeting when I first entered the pool and subsequently, when I was the only person left in the facility, was happy to have a really friendly conversation with me. Excellent.

There was a series of four individual private "pod" changing rooms available solely to members situated behind the pool spectator viewing area and near the gym area which appeared to be a great benefit for members.

The facility was generally clean and the standards displayed were generally of a reasonable quality. Vents and high-level areas were all very clean which was great to see.

The team members I observed on the day of the visit were very professional, friendly and approachable, and discharged their duties to a high standard.

Although quiet I was particularly impressed by how the lifeguard initially engaged in brief conversations with me, to ensure he wasn't distracted from observing the pool, but was happy to engage more extensively when I was the last person left.

There was an excellent "pool waste recycling project" bin sited in the reception area where customers, and indeed staff, could donate old pool equipment such as goggles, floats and goggles to an organisation called ECO Leisure Suppliers for recycling into flip flops.

#### ASSESSMENT:

One of the key objectives of the East Lindsey District Council was to increase participation and so the organisational business plan had been developed to be reflective of this including the adoption of the tagline "More People, More Active, More Often". The document was also developed in conjunction with local stakeholders such as Active Lincolnshire and local health partners for example, the Active Lincolnshire Inequalities in Physical Activity report, and was reported as reflective of their plans.

The business plan had been developed in conjunction with local stakeholders - such as the client East Lindsey District Council, Active Lincolnshire and local health partners - and was reported as reflective of their plans - for example, Active Lincolnshire's Moving Together Strategy and Active Lincolnshire Inequalities in Physical Activity report. The facility worked with partners, such as One You Lincolnshire and East Lindsey District Council to ensure information on activities and programmes delivered at the site reached the sections of the community they were targeted at.

All DMs and above were members of various Facebook groups including the Pool Plant Operators UK and Swimming Pool Network UK and the Operations Manager was a member of the Swim England Pool and Operator Network. This enabled best practices to be accessed and information used to continually review the facilities/ organisations' processes.

There was an excellent series of cleaning guides in place for tasks, using pictures where appropriate, showing the task and expected standards required. A very good example of this system.

There was a robust budgeting process in place for the Operations Manager to cost out what he required to deliver the stated objectives for the facility. For example, a targeted uplift of 5% in swimming lesson income may require an extra teaching resource and he was able to request this. The Operations Manager explained that the process included a re-forecasting process carried out to reflect the additional establishment staff costs and to take account of these. This was an excellent robust process that sought to ensure that stated objectives were both delivered and also covered financially.

There was an excellent scheme in place where one member of the board was allocated as a "buddy" for a facility and was both available to staff and visited the site regularly to gather concerns, support development and generally act as a conduit for staff to be able to feedback directly. This was an excellent programme and appeared to be much appreciated by staff who spoke about it regularly during the visit.

The organisation had recently carried out an insight process on all staff above Duty Manager, and soon to be delivered to all staff, to identify staff tendencies/ attributes/ behaviours to help inform better team cohesion/ working approaches. This was being followed up by the company who delivered it regularly with support information. The process appeared to have been well received by the team who had already been assessed and were very enthused by the process and referred to it regularly during the visit describing how it had already improved the way they worked/ interacted with their colleagues.

Numerous staff spoken to during the visit had been through development training and had started at the facility/ organisation in roles lower to the ones they were now in and other staff within the teams had been identified to be given responsibilities as part of a development and succession planning process for the site. Indeed it was reported that the last time a DM post was filled by an external candidate was in 2018. This was good to hear and suggested how good the training and development ethos was in the organisation.

### AREAS FOR IMPROVEMENT

#### MYSTERY VISIT:

Programme and prices were only available in a downloadable format from the website and although the document had a Read Aloud function this only read certain information and wasn't user-led. This could prove hard for people with visual accessibility issues to get information from the website regarding activities that may be suitable for them.

The only group that it proved hard to find specific activities for was the disabled and ethnic groups and it did not appear that there were any specific activities targeted at these sections of the community.

There was no information on the website or social media regarding the accessible changing rooms or any accessible information regarding the facility at all, which was a shame as there was a dedicated accessible changing room with a hoist, toilet, bed, wash wheelchair and wet room shower.

Although it was good to get an immediate answer from the social media contact route it was disappointing that this appeared to be an automated answer initially and only directed you to other sources to get your information or required you to send a further email to be answered.

The number of lockers available for use appeared inadequate. Out of the main bank of 30 in the changing area I used only 15 were working correctly. Five had keys only, no band so impossible to use as you could not safely store the key whilst swimming, and 10 were locked despite there being only me in the pool!

There was inevitably a build-up of dirt/ limescale in many areas of the wet changing areas which appeared to be in need of an in-depth clean or a refurbishment.

There appeared to be no information on the website regarding how to get to the facility without driving and indeed the only information regarding travel to the site was an explanation of how to park. There was no environmental information displayed in the facility so no information regarding possible bus routes or train stations to allow travel without driving.

#### ASSESSMENT:

Currently, it was not clear if there were any specific quantitative safeguarding KPIs against which the organisation/ facility performance measured itself. This is perhaps something that may be considered to ensure progress can be tracked, for example through percentage attendance at training targets or by tracking incidents. As all reports were uploaded to the STITCH platform it may be worth the team investigating how they may make use of this resource to help them do this.

There were quite a lot of chemicals stored in the plant room, some in overfilled temporary bunds, and it may be beneficial for the team to introduce a better stock control system for the pool chemicals, including a regular stock check, to enable levels to be managed more appropriately to mitigate any risks this could pose.

Given the many targeted programmes the organisation ran through their gyms/ memberships, it may be beneficial to begin reviewing performance through usage and membership from these targeted groups and different sectors of the community. This could also potentially help increase work with the health sector, and other partners if more specific feedback was available around targeted groups.

It may benefit the team to work with some of the existing partners, for example, the LCC Public Health Team, to devise robust methods to specifically measure and be able to track community-level changes in health improvements and activity levels. This could enable them to have a more robust picture of how the work they are doing is affecting the locality, its physical activity levels and its penetration into these specific markets.

The facility may consider formalising a process and plan for the monitoring of the non-TRP customer feedback, which may include additional sources such as the recording of "verbal" feedback, more general mystery visits and benchmarking, to ensure a more comprehensive range of both quantitative and qualitative sources helped inform business planning and service improvement/ delivery plans. Currently the "review" was very qualitative and it was not completely clear how the monitoring and review process directly informed the business planning or SIP as no items were seen within the latter document labelled as from customer feedback.

The team may consider utilising the SIP a little more comprehensively, perhaps by adding some of the specific actions outlined in the Magna Vitae Business Plan (MVBP) for the facility at the start of the year, adding items from documents such as the environmental plan/ policy and even capturing agreed actions that may arise during the year from sources such as maintenance issues, customer feedback or partner engagements. At present, the document appeared to just simply capture actions from various internal and external audits but there was the potential for the SIP to become the facility's "working" document, with which they could manage the progress of their continuous improvement efforts through the whole operation.

The current evidence of what the facility was doing to make a difference was very quantitative and internal looking. It may benefit the facility/ organisation to add in a few more outward-looking measures to help show how they are making a tangible difference in improvements to sport and physical activity in the area. This could include perhaps tracking the Active Lives data for the locality and regularly monitoring general usage for specific demographics or targeted groups to ensure all the aims/ objectives stated in the business plan are being met.

The process in place to track sickness and absence did appear to be fairly rigid in its approach and during discussions with the team, it was apparent that it was seen as something to follow to ensure staff were "managed" during sickness/ absence rather than necessarily any particular exploration behind reasons for absence. It may be beneficial for those responsible for delivering the process to receive some training in exploring the reasons for absence and how the well-being of staff may be improved by fully understanding why absences sometimes occur, especially recurring ones.

## OVERALL ASSESSMENT SUMMARY

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



## DAY 1 ASSESSMENT PERFORMANCE

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

## DAY 2 ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
GPLUS	Increasing Participation and Reducing Inactivity	Very Good
GPLUS	Safeguarding	Very Good
PURPOSE	Planning to Improve	Very Good
SPLUS	Fitness Suites (inc. Group Exercise)	Very Good
SPLUS	Pool Water Management	Very Good
DAY 2 BAND >		VERY GOOD

## PEOPLE - Tackling Inequalities (Activity Alliance)

SECTION	BAND
Mystery Visit	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	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	<p>Programme and prices were only available in a downloadable format from the website and although the document had a Read Aloud function this only read certain information and wasn't user-led. This could prove hard for people with visual accessibility issues to get information from the website regarding activities that may be suitable for them.</p> <p>The YouTube link appeared to go to a corporate account which was last uploaded one year ago.</p>	VG
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	The only group that it proved hard to find specific activities for was the disabled and ethnic groups and it did not appear that there were any specific activities targeted at these sections of the community.	VG
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	<p>There was no information on the website or social media regarding the accessible changing rooms or any accessible information regarding the facility at all, which was a shame as there was a dedicated accessible changing room with a hoist, toilet, bed, wash wheelchair and wet room shower.</p> <p>Doors throughout the facility were manual push or pull, there were no assisted doors and some were quite heavy.</p> <p>The site itself was quite narrow in public areas and could prove challenging to a wheelchair user or someone with reduced vision/ mobility.</p> <p>The gym did not appear to be laid in such a way as to be accessible.</p>	G
Plan	Has the business plan been co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	It was not clear exactly how specific target groups were developed, it was assumed by the staff that this was through the partner's wishes and aspirations, and thus there was little evidence as to why there appeared to be some groups not catered for, specifically ethnically diverse groups and disability users. Given the low levels of disability usage identified in the Active Lincolnshire report it is perhaps surprising there doesn't seem to be any evidence of specific programmes for these groups in particular. It may be beneficial for the team to consider more robustly how the target groups are identified, and why they are chosen and perhaps develop a wider offer for those groups that currently do not seem to be catered for fully.	VG
Plan	Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff?	There was limited information regarding the accessibility of the actual facilities on the corporate website and limited policies such as an Access Policy outlining what the facility/ organisation would be doing for its disabled customers to make the facility open and more accessible to all. The team may consider how they communicate this information going forward more clearly.	VG
Do	Are sufficient resources allocated to deliver, embed, and communicate the business plan to workforce and partners?		E
Do	Does insight and consultation inform procurement to ensure sufficient and suitable inclusive equipment is available?	Facility management may consider enhancing the ways in which the availability of inclusive equipment at the site is communicated to customers as currently, this information does not appear to be particularly high profile or site-specific through current communication routes - for example, the website.	VG
Measurement Monitoring and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	<p>There was little clear evidence that there was a fully "inclusive" communication strategy/ plan for the organisation, or any specific actions/ objectives within the marketing strategy overview seen, which may result in some difficulties in communications reaching intended audiences. The team may consider a range of accessible in-site communication materials, such as different language leaflets/ resources, designed specifically for the identified inequality groups in the local area and carrying out a stakeholder mapping exercise to identify organisations working with the targeted groups that had been identified who could assist with direct marketing to these potential users.</p> <p>The facility may benefit from working with the marketing team to focus on developing this part of the overall communications plan to further embed the aspirations in this area into the general operation of the site.</p>	G
Measurement Monitoring and Review	Can you demonstrate that you have proactively engaged with partners to develop, improve and deliver effective services to tackle inequalities?		E
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	It may benefit the team to work with some of the existing partners, for example, the LCC Public Health Team, to devise robust methods to specifically measure and be able to track community-level changes in health improvements and activity levels. This could enable them to have a more robust picture of how the work they are doing is affecting the locality, its physical activity levels and its penetration into these specific markets.	VG

SECTION	QUESTION	STRENGTH
Mystery Visit	Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community?	<p>Links from the main Magna Vitae landing page provided generic information for all facilities of a wide range of activities and programmes, including health and wellbeing, swimming lessons, adult exercise, and children's activities. These pages provided excellent image galleries of people that reflected the information on the page, for example, the Ageless and Agile section and Over 50's activities galleries had some great images of mature people enjoying activities.</p> <p>The website downloadable pool programme appeared to be up to date and mirrored activities/ information seen at the facility during the visit. Prices were available on the downloadable PDF too, and various memberships were available for children, students, families and adults. The MV Card provided additional discounts to the standard price, including a concessionary price.</p> <p>There was an accessibility section of the website which allowed the user to make adaptations such as increasing the text and changing the contrast mode.</p> <p>Links to social media platforms were available from the website and the facility's site-specific Facebook page appeared to be used extensively with some good quality information and images on posts.</p>
Mystery Visit	Are the activities and programme varied and accessible to meet the needs of the community?	<p>From the information provided on the facility website, there were activities to cater for the needs of the majority of the local community, including lower socioeconomic groups, people with medical and long-term health conditions; people returning from injury, children/ young people and the general population.</p> <p>In particular there appeared to be a wide-ranging offer around the health and wellbeing area and older residents.</p> <p>Concessionary prices were available for older adults, and lower socio-economic demographics and similarly, cheaper prices were available for children between the ages of 3 and 4. Children under 2 went free.</p> <p>The opportunity to pay as you go or be a member reflected the nature and location of the facility in a seaside town, allowing visitors access to the facility without paying too high a premium for not being a member. The flexibility to cancel memberships was excellent, especially for seasonal visitors.</p>
Mystery Visit	Has the facility considered and communicated venue accessibility to the customers?	<p>Accessible car parking was available near the entrance, although this was a public car park, so spaces could become limited. There was a gentle slope to the Swimming Pool entrance doors from the car park.</p> <p>There was a good accessible changing facility with a separate additional accessible toilet. Both facilities were fitted with a good range of handles, hoists and disability equipment.</p> <p>There was a pool hoist that allowed access to the pool.</p>
Plan	Has the business plan been	There were clear aims, objectives and goals in the Magna Vitae Business Plan including aims such as "Being a trusted market-leading team in the delivery of well-being services within targeted

	co-produced, with a clear approach based on local needs and priorities to tackle inequalities?	<p>communities" and "offering high-quality holistic wellness solutions" and goals such as "empowering local people through collaborations with local health organisations" and "offering a holistic range of high-quality wellness services in partnership with local stakeholders". These aims were reflected in the leisure strategy plan, with specific site KPIs, actions and who was responsible for delivering these.</p> <p>The plan had been developed in conjunction with local stakeholders - such as the client East Lindsey District Council, Active Lincolnshire and local health partners - and was reported as reflective of their plans - for example, Active Lincolnshire's Moving Together Strategy and Active Lincolnshire Inequalities in Physical Activity report.</p> <p>Datahub postcode analysis was used to map areas of deprivation and this information was reportedly used to inform the business planning process.</p>
Plan	Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff?	<p>There was a comprehensive procedure in place to review policies and procedures every quarter and this included an EDI sub-group that helped inform and develop these policies and procedures for the organisation.</p> <p>There was a Safeguarding Policy on the website.</p> <p>Staff were aware of the organisation's policies and procedures through the induction process and ongoing training/ updates via the internal training portal.</p>
Do	Are sufficient resources allocated to deliver, embed, and communicate the business plan to workforce and partners?	<p>It was clear that tackling inequality was extremely important to the senior management and directors and there was a well-resourced Magna Vitae Community Team who led on the community aspects of the organisation's work and connected with the facility team to deliver activities within the facility.</p> <p>Strong and effective strategic partnerships had been forged within the local community and across the locality with organisations such as Active Lincolnshire, One You Lincolnshire, Lincolnshire County Council and the NHS which had resulted in a variety of funding and project delivery within the facility.</p> <p>There was excellent evidence that the Community Team were experienced in attracting funding for programmes, including HAF funding and partner funding, to deliver programmes such as the Exercise on Prescription programme.</p> <p>All staff had carried out the Mental Health First Aid training recently.</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 within the facility, including pool hoists, disabled changing rooms and gym equipment which was reviewed regularly through insight from customers and via customer feedback routes and partners/ stakeholders.</p> <p>There was an organisational procurement policy which took account of best practices and industry guidance which the facility used when purchasing decisions were made.</p> <p>Work with partners over the last few years has led to a variety of new programmes which were attracting new target audiences and increasing participation with underrepresented groups, for example, the Ageless and Agile programme for older residents and the Exercise on Referral scheme delivered at the site.</p>
Measurement Monitoring and Review	How do you ensure your communications are inclusive, effective and reach your intended audience(s)?	The facility worked with partners, such as One You Lincolnshire and East Lindsey District Council to ensure information on activities and programmes delivered at the site reached the sections of the community they were targeted at.
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>There was evidence that a wide variety of partners were actively engaged to develop improved offers including:</p> <ul style="list-style-type: none"> <li>- Working with One Life Lincolnshire on the exercise referral programme</li> <li>- Working with the NHS on a social prescribing programme and a Cardiac Rehab scheme</li> <li>- Lincolnshire County Council Public Health on a mental health walks scheme and the Children Services on a carers programme</li> <li>- Age UK Lindsey on programmes with older adults/ parents</li> <li>- Platform Housing with stroke/ Parkinson's patients.</li> </ul> <p>KPIs in specific programmes were monitored, as was feedback from participants and partners/ stakeholders, and this information was used to inform partners and to further develop programmes.</p> <p>During discussions with the management at the facility it was clear that there was a strong focus on building relationships with external organisations that have influence and a deeper reach, into the local community and a commitment to help deliver both their own and others' strategic plans around inequalities and inclusion in the area.</p>
Impact and Outcomes	Can you demonstrate the impact and difference you have made in tackling inequalities?	<p>Facility targets and key performance indicators were being achieved with year-on-year growth in general participation being evidenced, for example in the last year there were 300 inactive residents on the Exercise on Prescription programme, 1,500 young people learnt to swim and 100 over 50s attended Fitness, Food and Friends in community venues.</p> <p>There was strong evidence that the work currently being done had encouraged customers/ members of the community and partners to advocate the facility to other organisations and that services were highly regarded. For example, the recent partnership with the Coastal Communities Fund was generated by the partner reaching out to the site due to awareness of the work the organisation did in the area.</p> <p>There were a variety of excellent case studies/ blogs on the website highlighting their journeys and the impact that the work of the facility/ organisation had on their lives.</p> <p>The Social Value of the work being done at the facility was currently measured at £113 per person over the last three months, £1,079,000 for the facility.</p>



## PEOPLE - Customer Journey

SECTION	BAND
Mystery Visit	Very Good
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?	Although it was good to get an immediate answer from the social media contact route it was disappointing that this appeared to be an automated answer initially and only directed you to other sources to get your information or required you to send a further email to be answered.	VG
Mystery Visit	Are enquiries made by telephone positively dealt with?	The message stating you should only hold for an "urgent" query was a little off-putting and made you feel like you shouldn't hold to speak to someone, which could be an issue if you aren't able to access information any other way.	VG
Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	Although links were in place for a YouTube site this did not appear to be site-specific or even be used.	VG
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	The signage for the main entrance once you reach it was a little underwhelming and in general signage for the facility was a little hard to see in what is a busy area of the seafront.  Both the Meet the Team and Swimming Teachers picture boards were empty.	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?	Unfortunately, none of the staff observed during the visit wore a name badge.  There did not appear to be anyone manning the gym.	G
Plan	How do you plan to ensure that all customer's expectations are met?		E
Do	How do you ensure that team members are trained to exceed customer expectations?		E
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?	It was unclear exactly what the ongoing plans were for larger items of equipment and areas of the facility that may require updating/ repair, for example, the slide and the changing areas. It may be helpful for these items to appear on the facility's SIP to enable the team to track any progress and to be able to inform both staff and customers of potential timetables for completion.	VG
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?		E
Monitoring and Review	How does the organisation measure, monitor and review the effectiveness of your customer journey?	The facility may consider formalising a process and plan for the monitoring of the non-TRP customer feedback, which may include additional sources such as the recording of "verbal" feedback, more general mystery visits and benchmarking, to ensure a more comprehensive range of both quantitative and qualitative sources helped inform business planning and service improvement/ delivery plans. Currently the "review" was very qualitative and it was not completely clear how the monitoring and review process directly informed the business planning or SIP as no items were seen within the latter document labelled as from customer feedback.	VG
Impact and Outcomes	Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?	It may be helpful to use the TRP insights system to search for various locations and activities and produce NPS scores for these to enable a deeper understanding of which areas of the business were performing well, according to customers, and which may need further focus on.	VG

SECTION	QUESTION	STRENGTH
Mystery Visit	Was the interaction with the team positive and enthusiastic?	All team members were positive and enthusiastic, in particular the two I spoke to directly, the receptionist and the lifeguard. I also witnessed interactions with receptionists and customers which were all handled in a friendly and helpful way.  The interaction with the lifeguard was particularly exceptional. He initially smiled and nodded a greeting when I first entered the pool and subsequently, when I was the only person left in the facility, was happy to have a really friendly conversation with me. Excellent.
Mystery Visit	Were the team knowledgeable and informative?	All team members I interacted with, or witnessed speaking with other customers, were knowledgeable and informative.  The receptionist checked my booking, asked if I had been before, described where I was to go, asked if I needed a coin for the locker (and subsequently explained that the token I already had would work) and even informed me that as I arrived 20 minutes late for my booking I would be able to continue for the full hour as they were relatively quiet.  On entering the pool the Lifeguard could see I was looking around and indicated I could use any lane and then subsequently, when I was the only one left in the facility, chatted to me about how the pool was an excellent way to rehab my knee injury and why this was the case, displaying good knowledge and understanding of the benefits of aquatic activity.
Mystery Visit	Are enquiries and feedback made via the website or social media positively dealt with?	The response to a query regarding non-member swimming sent via the contact us on the website was almost immediate, within the hour, and contained the information needed to resolve the query. There was also an offer for further information to be sent on cost and timetable information if I specified which facility I was enquiring about.  A similar query sent via social media, Facebook Messenger, was immediately answered by a reply with information from what appeared to be an automated source. This information was generic and suggested I look at the App or the website for further information. There was also an option to email for further information.  There was also the ability to ask a further question on the Facebook Messenger route, which I did regarding pricing to test whether the site was monitored or was just automated. This query was answered comprehensively the next day which was excellent.
Mystery Visit	Are enquiries made by telephone positively dealt with?	Calls were immediately answered by an automated service which explained that all information could be found online and if not gave an e-mail address to use. The message then stated that if your call was urgent to hold. Calls were then apparently transferred to the facility directly.  Calls that were answered used a corporate message welcoming you to the Skegness Pool and asking how they could help.  The majority of calls were answered and on each occasion, the team members provided comprehensive, detailed and, in the case of the public transport query, personalised information (they described how they used a bus from out of town and how far the walk was from the bus/ train station) which was fantastic.

Mystery Visit	Are the facility social media sites up to date with relevant and engaging information?	<p>The facility's Facebook and Instagram pages appeared to be regularly used to promote a range of activities and to engage customers. Posts had been used to sell activities and let customers know any important information.</p> <p>There was excellent usage of images, and also some videos, and imagery was reflective of a range of community users, with a tagline of "What is your motivation" encouraging users.</p> <p>Regular posting was seen, that provided various information across a wide range of activities, from swimming lessons, Ageless and Agile, National Fitness Day and children's October half-term activities.</p>
Mystery Visit	Customer information is easily available and well-presented inside, and where applicable outside the facility.	<p>The posters, banners and noticeboards displayed a common brand for Magna Vitae, which mirrored the social media and website. Membership offers, timetables, the app and programme promotions were seen in various locations throughout the facility (see photos).</p> <p>Customer policies and safety information were displayed throughout the facility and under 8's swim policy, use of photography, pool depths, safety when swimming and flume rules were examples observed.</p> <p>Dedicated noticeboards were seen for fitness information, learn to swim and clubs, with clear headers and imagery to complement the brand colours.</p> <p>Internal directional signage was prominent and easy to navigate.</p> <p>Customer comment cards were available on the reception desk, which stated on completion to return to reception.</p>
Mystery Visit	When you visit the facility for the first time, do they capture your personal information?	<p>When booking in advance, you must register your contact details online or via the bespoke booking system. Full details regarding age, contact details and name were captured and payment for the activity was taken.</p> <p>The receptionist checked my booking and thus details when attending the facility for the session.</p>
Mystery Visit	Are team members well-presented and visible?	All team members present and seen were visible and dressed in tidy corporate uniforms.
Plan	How do you plan to ensure that all customer's expectations are met?	<p>Customer services and a commitment to customer focus were embedded into the business from staff training and development, operational policies and procedures to stated aims and objectives within the business plan.</p> <p>The customer journey was detailed within the facility with a comprehensive document outlining the processes and procedures in place from Stage 1 "Customer Enquiry", through Stage 2 "Ready To Join", Stage Three "Customer Journey Once Signed Up" to finally Stage Four "Process/ Retention".</p> <p>Processes/ operational systems and standards were in place to support the delivery of customer-focused service, with team members receiving training on them during induction and annually. There was a staff training matrix in place to ensure all staff were captured and that all processes were included over a period.</p> <p>A system of customer feedback processes was in place including customer satisfaction cards in the facility, online feedback forms and regular NPS customer satisfaction surveys carried out through the TRP system. In addition, the facility utilised the TRP system for member interactions.</p>
Do	How do you ensure that team members are trained to exceed customer expectations?	<p>Training on customer standards, customer services (including cleaning and hygiene) and customer journey was delivered to all staff via the induction process and ongoing training was delivered through the in-house Magna Vitae training portal, the weekly NPLQ staff training and finally the annual Christmas all-staff training sessions</p> <p>Monthly non-NPLQ training was delivered to all staff and included refreshers on facility-specific processes, policies and standards.</p> <p>Staff had received training in customer care and the Magna Vita DNA, comprising of a set of values to work by including "In This Together", "Embrace Change", "Always Learning" and "Celebrate Differences".</p> <p>Following the corporate/ online induction new staff carried out a "shadow" shift process with a more senior/ experienced member of staff from some specific roles such as reception and gym to ensure competency was observed.</p> <p>Competency of online training was carried out through a quiz that had to be passed after each module.</p>
Do	Has the facility got suitable and sufficient staffing, equipment and space to deliver excellent customer service?	<p>Staff levels were well structured throughout the year to reflect the needs of what is partly a "seasonal" service and were planned to be maximized during the extremely busy summer season. Budgets were profiled to take account of the seasonal nature of staff demand.</p> <p>Full-time staff were multi-skilled, particularly lifeguards and front-of-house staff, and were asked to carry out several functions and roles within the facility during a shift.</p> <p>Waiting lists were actively used within the swim school and were reviewed regularly to assess demand and inform the programming needs.</p> <p>The facility made good use of technology to help deliver an enhanced customer experience and this included App/ swipe technology for entry to the site, and a bespoke swim school management module called GO Learn to manage the swim school, which contained a front-end portal for parents to be able to review progress and manage their child's class progression.</p>
Do	How do you use and communicate your findings in relation to improving the service for both customers and staff?	<p>There was a good mix of ways that feedback was communicated to customers including social media, direct newsletters and information via the excellent Magna Vitae App which also allowed customers to book and pay for activities.</p> <p>Staff received feedback through team meetings, the huddle board, team messenger groups, appraisals/ 1-2-1s and a staff newsletter which included regular feedback on the TRP surveys.</p> <p>Mystery Visits were used to measure standards in specific areas of the business for example regular internal and external (via an ex-Swim England assessor) assessments of the Swim School programme delivery and staff. This information was fed back to the swim teachers and used to inform areas of concern and programme developments.</p>
Measurement and Review	How does the organisation measure, monitor and review the effectiveness of your customer journey?	<p>There was a regular report run via the membership system that allowed the membership/ gym staff to carry out follow-up calls to potential members, flagging members to interact with and deliver retention processes to. The central sales team were also involved in this process, emailing sleeper direct debit members and those visiting less. This enabled excellent measurement of overall memberships, and customer journeys and allowed for good tracking of retention/ attrition/ growth.</p> <p>There was good use of the TRP/ Net Promoter score to track customer satisfaction/ customer journey success and this was reflected in KPIs and objectives in the business plan.</p> <p>Social media was reviewed by a central team via Google Analytics and fed back to the facilities.</p>
Impact and Outcomes	Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?	<p>The facility used a Balanced Scorecard to assess performance over a range of customer outcomes such as usage, satisfaction and membership. Currently, actuals were on target for the year so far exceed pre-COVID levels which was the aim/ objective in the business plan, for example, pre-COVID fitness membership levels had been 584 and now stood at 689. Similarly, Waterwise swim school membership had stood at 350 pre-COVID and was now 486.</p> <p>The NPS score for the facility currently stood at 86 compared with an organisational average of 69 and a UK Trusts benchmark value of 42.</p> <p>Fitness Membership had increased from 601 at the end of 2022 to 689 currently.</p> <p>Waterwise Learn to Swim programme membership had increased from 452 at the end of 2022 to 486 currently.</p>

## "PEOPLE - Customer Journey" STRENGTH IMAGES

*Q: Customer information is easily available and well-presented inside, and where applicable outside the facility.*



*Q: Customer information is easily available and well-presented inside, and where applicable outside the facility.*



### Fitness Suite Information



Exercise information

## OPERATIONS - Operational Management

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>On close inspection and use of the facility, it became evident that there were a few "minor" maintenance issues noted, mainly in the wet side changing areas. These included broken/ out-of-action lockers, damaged cabinets in the toilet areas, a damaged hand drier and a broken support handle in one of the accessible changing areas (see photos). There was an overall feeling that this area of the facility was tired and in need of upgrading.</p> <p>The flume was also not in operation at the date of the visit.</p> <p>Out-of-order signage was in place however it did not include details of the issue, the date the item was damaged or an anticipated date of rectification.</p>	G
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	The one area where there were some issues with housekeeping was on the poolside where there was a lot of equipment stored and accessible to customers.	VG
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	<p>Changing areas appeared to be very small for the size of the pool and whilst adequate for my visit they would struggle to cope with the 100/ 200 per hour that the lifeguard told me they get in the summer.</p> <p>There were no group changing or separate specific dry-side changing rooms.</p> <p>The number of lockers available for use appeared inadequate. Out of the main bank of 30 in the changing area I used, only 15 worked correctly. Five had keys only, no band so impossible to use as you could not safely store the key whilst swimming (see photo), and 10 were locked despite only me being in the pool!</p>	G
Mystery Visit	Is the facility clean?	There was inevitably a build-up of dirt/ limescale in many areas of the wet changing areas which appeared to be in need of an in-depth clean or a refurbishment (see photos).	VG
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	<p>There did not appear to be any dry side equipment or clothing stocked, for example, gym clothing or water bottles.</p> <p>There was limited secondary spend vending or refreshments available at the facility and indeed the only machine available was broken at the time of the visit!</p>	VG
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	It was not fully clear how much influence the team had over the programme for larger items of maintenance. For example, the flume was identified as out of action 12 months ago and was now reportedly possibly being fixed/ removed by 2024 Christmas although the team were not able to confirm this. It may be beneficial, to enable staff and customers to be made aware, to clarify with the client a robust timetable for these larger planned items, or even potentially explore other possible funding routes, to ensure the items that the team identify as important are aligned with what the client may deem as urgent.	VG
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	The business may benefit from a more formalised trend analysis of fault reporting/ reactive maintenance requirements than currently appears to be in place to assess whether cost savings may be generated from the replacement of equipment that failed regularly. Potentially the client ELDC could provide this information for analysis by facility staff during the regular monthly meetings, in addition to the current reporting around the current status of the PPM/ reactive maintenance schedule.	VG
Do	There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)	Although evidence was seen that staff were trained on housekeeping/ cleaning responsibilities and that processes are in place which had resulted in a good level of basic cleanliness evidence seen during the assessment visit and Mystery Visit that could suggest that the management team may benefit from reviewing how the high usage areas, particularly the changing rooms and toilets, received a regular in-depth clean/ scrub to remove all of the ingrained grime and scale.	VG
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)		E
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	<p>During discussions, it was clear that the reduction in staffing, specifically in the reception area, along with additional responsibilities in other parts of the facility, may have impacted cleanliness levels in the longer term due to less time spent on tasks. Facility management may consider keeping a close eye on this area and assess whether further investment in some areas of the building at certain times may be helpful and/ or investment in things such as in-depth cleans or a refurbishment of high usage areas such as the changing rooms may help keep these standards up.</p> <p>It is apparent that investment into the building has not perhaps happened as anticipated in the last 12 months, for example, the flume or refurbishments/ redecoration. It may be worthwhile for the team to review plans and clarify with the client when these items may be planned to ensure staff/ customers can be made aware which may alleviate some of the apprehension.</p>	G
Measurement, Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	Consideration may be given to agreeing to a more formal monitoring process with ELDC with clear targets for PPM completion, provision of required documentation at the site and completion of reactive maintenance items. ELDC categorised repairs either for 24-hour response, within 5 working days or 28 days however it was reported that these weren't updated on the portal sufficiently for the facility to track repairs and inform customers. This may be something that the team discuss with the client.	VG
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	The team may consider introducing additional specific and clear KPIs around the cleaning programme and its outcomes in particular, which may assist in both ensuring and setting targets for teams over and above the simple "completion of check sheets". This could allow comparisons over time to be assessed and may also prove useful to the setting of staff targets and assessment, thus helping with "buy-in" and better awareness of the importance of these tasks. These could include scoring the internal audits and/ or tracking the number of complaints/ comments around cleanliness within the various feedback routes.	VG

## "OPERATIONS - Operational Management" AFI IMAGES

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



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



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



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



*Q: Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?*



*Q: Is the facility clean?*



*Q: Is the facility clean?*



*Q: Is the facility clean?*



*Q: Is the facility clean?*



SECTION	QUESTION	STRENGTH
Mystery Visit	Is the maintenance of the inside and outside of the premises presentable and welcoming?	<p>There did not appear to be any major structural maintenance requirements in evidence at the facility on arrival and the initial overall view was presentable and welcoming.</p> <p>The outside pool, café and high ropes areas all appeared to be in good order and were clearly newer than the rest of the building.</p> <p>Inside the building, the reception, gym and public areas were all of a relatively high standard of maintenance with no obvious major issues or any broken or out-of-action items seen.</p>
Mystery Visit	Is the housekeeping of the inside and outside of the premises presentable and welcoming?	<p>Overall, the housekeeping in public areas throughout was generally to a reasonable standard, both inside and outside of the facility.</p> <p>There were no doors left open to staff-only/ store cupboards that allowed unauthorised access.</p> <p>The gym area had good standards of housekeeping in evidence with all loose equipment appearing to have an organised home and no excess equipment lying around.</p>
Mystery Visit	Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	<p>The changing area was unisex and there was a mix of single, family and baby-changing cubicles in evidence.</p> <p>There was an excellent accessible changing facility and a separate toilet area which appeared to access directly onto the poolside.</p> <p>There was a series of four individual private "pod" changing rooms available solely to members situated behind the pool spectator viewing area and near the gym area which appeared to be a great benefit for members.</p>
Mystery Visit	Is the facility clean?	<p>The facility was generally clean and the standards displayed were generally of a reasonable quality.</p> <p>Vents and high-level areas were all very clean which was great to see (photo).</p>
Mystery Visit	Is there a provision of goods for sale and hire equipment to meet the programming needs?	<p>The provision of retail goods was good at the facility with a display in the reception area including a range of children and adult swim items covering recreation to serious swimmers. The stock levels and layout were comprehensive and there was an array of learn-to-swim and fun items in addition.</p>
Plan	How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	<p>There was a comprehensive Planned Preventative Maintenance (PPM) schedule in place, utilising the East Lindsey District Council (ELDC) Technical Services team, which included servicing, statutory examinations and planned maintenance requirements - including ventilation and equipment - and the same support was provided to the facility for reactive maintenance requirements via an online reporting system.</p> <p>All policies and procedures were documented in the facility, relating to reporting procedures, checks and safe systems of work, and were available to staff via the in-house online staff platform MagNet.</p> <p>Budgets were in place in the business plan/ SIP for repairs and maintenance and discussions took place with the client ELDC for planned general maintenance such as the upcoming planned Christmas shutdown work.</p>
Do	There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	<p>The PPM system was delivered in partnership with the ELDC Technical Department and formal monthly meetings were held between the facility's Operations Manager and the ELDC team. Access to the "live" system, to understand progress against the plan, was available to the facility team via the TF Cloud system, through which staff could also report reactive maintenance issues.</p> <p>ELDC undertook annual facility inspections and condition surveys and these in turn were used to inform maintenance priorities and capital works. A number of refurbishments and investments had taken place over recent years through this process including a gym refurbishment, pool hall retiling and the installation of four changing room "pods" to replace a cramped changing area. Items that were reportedly in the "ongoing" plan were replacement solar panels, a changing room refurbishment and possibly a flume replacement/ removal, all indicating the commitment to the continued development of the site.</p> <p>Staff were well trained to identify what action was required to be taken to report faults, breakdowns and any issues identified on a day-by-day basis via the TF Cloud system.</p> <p>There was a well-managed "permit to work" system in place at the facility whereby contractors coming to the site that the team had not been informed of would be turned away until the correct paperwork was available. Staff spoken to at the site were aware of this process and it appeared well managed.</p>
Do	There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)	<p>The site had cleaning plans, schedules and SSOW, accessible to staff on the MagNet system, which included daily and weekly check sheets in place for all facility areas. These were used to ensure that staff understood what was to be cleaned and when.</p> <p>There was an excellent series of cleaning guides in place for tasks, using pictures where appropriate, showing the task and expected standards required. A very good example of this system.</p> <p>Duty Managers ensured standards and completion of check sheets on their regular "walk rounds" and added outstanding items to the shift changeover reports or ensured completion of the task. There was a regular monthly review process in place - informed by customer feedback and management audits - which was used to review the plans currently in place.</p>
Do	What training takes place to ensure that you are competent? (Challenge for the operational staff)	<p>All front-of-house staff involved in cleaning and housekeeping, including equipment rig and de-rig, carried out induction training for all tasks which included SSOW for tasks, the control of substances hazardous to health (COSHH), equipment, policies, procedures and processes. This was currently recorded with a hard copy booklet record, however, these were currently being transferred over onto the MagNet system.</p> <p>There was a monthly training matrix indicating what training different staff roles required and recording completion of these.</p> <p>There were specific "Cleaning and Housekeeping" and "COSHH and PPE" procedures which all staff were trained/ re-trained on annually pre-summer.</p> <p>There were a series of competency tests for all processes and procedures and evidence was seen of completion of these. These were used at induction and during refresher training. An excellent and comprehensive process.</p> <p>COSHH awareness training was carried out and PPE was appropriately provided in the cleaning stores and plant room.</p> <p>Duty Managers and above were trained in an appropriate industry Pool Plant Operator qualification and IOSHH Managing Safely. A new duty Manager Alysia Goodwin's training records were viewed and appropriately recorded.</p>
Do	Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	<p>There appeared to be suitable and sufficient cleaning materials and equipment provided to deliver the current cleaning plan. Cleaning Champions were in place to ensure stock levels were kept high.</p> <p>The provision of a corporate Pool Plant Technician has assisted in maintaining the pool plant to a high standard and the recent investment in the outdoor pool plant showed some continuous improvement for the facility.</p>
Measurement Monitoring and Review	How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	<p>A Balanced Scorecard was used to measure quantitative outcomes in areas such as fitness members, swimming lesson members, football and income.</p> <p>Standards were audited regularly both by a system of task completion checks and a review of customer satisfaction feedback through the TRP NPS scores plus audit reports. It was reported that the information was used to inform the SIP.</p> <p>Internal audits were carried out quarterly on cleaning by organisation management which assessed the facility's performance. The report produced was used to inform any changes and alterations to the site's processes and procedures and to add actions to the SIP.</p> <p>Regular meetings were held with the ELDC technical team to report, monitor, and measure maintenance issues on an ongoing basis, with the information being reviewed by the facility team.</p>
Impact and Outcomes	Can the facility demonstrate the processes in place are making a difference?	<p>The NPS score for the facility at the last record was 86 against the organisation as a whole 69 and the UK Trusts value of 42.</p> <p>Fitness Members had increased from 601 at the end of 2022 to 689 currently.</p> <p>The Waterwise Learn to Swim programme had increased from 452 at the end of 2022 to 486 currently.</p>

Q: Is the facility clean?



## PEOPLE - Managing the Team

SECTION	BAND
Mystery Visit	Excellent
Plan	Excellent
Do	Excellent
Measurement, Monitoring and Review	Good
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?		E
Mystery Visit	Did the activity that you took part in feel safe and enjoyable?		E
Plan	How do you plan to communicate with your staff to ensure that they remain well-informed?	Consideration could be given to minuting all meetings to ensure that staff unable to attend could be informed, action could be tracked and there was a record of what was discussed/ agreed upon.	VG
Plan	How do you plan to deliver training and development for your staff and volunteers?		E
Do	How do you ensure that staff are qualified to national industry standards?		E
Do	How do you ensure that contracted staff and regular casual staff have one-to-one opportunities to discuss performance, wellbeing and personal development?		E
Do	Do you have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained?		E
Do	How do you ensure that the workforce is inclusive and representative of the local and served community?		E
Measurement and Review	How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?	The process in place to track sickness and absence did appear to be fairly rigid in its approach and during discussions with the team, it was apparent that it was seen as something to follow to ensure staff were "managed" during sickness/ absence rather than necessarily any particular exploration behind reasons for absence. It may be beneficial for those responsible for delivering the process to receive some training in exploring the reasons for absence and how the well-being of staff may be improved by fully understanding why absences sometimes occur, especially recurring ones.	G
Measurement and Review	How do you measure, monitor and review the professional development and performance of your staff and volunteers?		VG
Impact and Outcomes	Can you demonstrate that leaders promote innovation, creativity, and enterprise and develop high morale?		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>The team members I observed on the day of the visit were very professional, friendly and approachable, and discharged their duties to a high standard.</p> <p>Although quiet I was particularly impressed by how the lifeguard initially engaged in brief conversations with me, to ensure he wasn't distracted from observing the pool, but was happy to engage more extensively when I was the last person left.</p> <p>The general feeling in the building was of happy staff and happy customers.</p>
Mystery Visit	Did the activity that you took part in feel safe and enjoyable?	As the only person in a swim session, I felt very safe and enjoyed my swim.
Plan	How do you plan to communicate with your staff to ensure that they remain well-informed?	<p>Staff received feedback through team meetings, the huddle board, team messenger groups, appraisals/ 1-2-1s and a staff newsletter.</p> <p>One of the weekly NPLQ staff training sessions was used as an all-staff training/ meeting monthly and all areas of the business were discussed, including any updates for the organisation and procedure/ policy changes.</p> <p>There was a quarterly all-staff meeting/ social which included representatives from the senior management team and members of the board.</p> <p>There was an excellent scheme in place where one member of the board was allocated as a "buddy" for a facility and was both available to staff and visited the site regularly to gather concerns, support development and generally act as a conduit for staff to be able to feedback directly. This was an excellent programme and appeared to be much appreciated by staff who spoke about it regularly during the visit.</p>
Plan	How do you plan to deliver training and development for your staff and volunteers?	<p>The facility utilised the MagNet (StaffMis) online training system to deliver a comprehensive raft of internal training to staff.</p> <p>Development of staff was identified through the appraisal/ 1-2-1 system and requests were logged on a training log, separated into desired and essential. A log from the whole organisation was then developed and the SLT/ board approved the budgets for the delivery of the agreed requested training.</p> <p>The team at the facility had been cross-skilled to be able to deliver a wide range of roles within the facility. Due to the nature of the facility and the size of the team it was identified that all staff needed to be able to carry out multiple roles including receptionists, fitness staff, lifeguards and swim teachers. This flexibility appeared to enable the loss of the specific reception resource post-COVID to be covered fairly well, as experienced by the visit and the mystery visit, and it was reported that there were rarely any complaints from customers regarding the lack of staff in the area.</p>
Do	How do you ensure that staff are qualified to national industry standards?	<p>Duty Managers had an in-date PPO nationally recognised qualification and all staff who were lifeguard trained held NPLQ and First Aid qualifications.</p> <p>The Waterwise Learn to Swim programme staff were L2 trained, and fitness staff had a minimum Level 2 qualification, with some holding Level 3 qualifications including GP/ Exercise Referral Level 3.</p> <p>There were also staff trained in high ropes safety by the nationally recognised body ERCA.</p> <p>The organisation ensured that any external training delivered for upskilling staff was CIMPSA accredited.</p>



		Records were sampled during the visit which confirmed the above.
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>There was a comprehensive plan for appraisals for all full-time staff and part-time staff who worked regularly and had shown an interest in developing. This process cascaded from the Operations Managers appraising the Duty Managers and they, in turn, appraising their staff in the poolside, cleaning and gym areas.</p> <p>Appraisals were recorded and KPIs were allocated from the business plan and the SIP. These were reviewed both annually and via monthly 1-2-1 meetings.</p> <p>Development of staff was very clearly embedded within what the organisation did with various staff in "departments" being given specific responsibilities and all of the Duty Managers spoken to during the visit having been part of a clear development plan including time at other sites within the contract.</p>
Do	Do you have an Equality, Diversity and Inclusion Policy (EDI) on which staff and volunteers have been trained?	<p>The organisation has an Equality, Diversity and Inclusion (EDI) policy in place which could be found, and accessed by staff, on the Mag Net system. Staff were also trained on the policy as part of their induction and refresher training was included as part of the yearly online CPD programme.</p> <p>The policy was reviewed regularly, and informally twice a year following staff EDI surveys, by an internal organisational EDI group which had been set up to oversee, inform and promote best practices in the organisation.</p> <p>The last dated review of the policy was 25 January 2023 by the Executive Director.</p>
Do	How do you ensure that the workforce is inclusive and representative of the local and served community?	<p>All recruitment was carried out utilising Magna Vitae's recruitment processes, conforming to comprehensive procedures and policies underpinned by the EDI policy.</p> <p>An EDI survey was carried out each year with staff and this also helped to identify the current make-up of the workforce, compared to the local demographics. This information was used to make changes to policy or the workforce, for example, it was identified recently that the workforce at the site was extremely young, however, the local population was made up of a reasonably older age group. A proactive process of recruitment was therefore carried out successfully to recruit older members of staff.</p> <p>An Employability scheme was run by the organisation targeted at those locally struggling to get into work. Participants may do apprenticeships within the organisation's staffing structure but be also employed in other companies, however, all got a membership to ensure they were accessing physical activity alongside their training. There was anecdotal evidence that some of the people who had gone through the scheme had become members of staff both with the facility and the external organisations they had trained with.</p>
Measurement Monitoring and Review	How do you measure, monitor and review the wellbeing and satisfaction levels of your staff and volunteers?	<p>Staff surveys were carried out twice a year and included a comprehensive assessment of targeted areas including wellness, mental health and satisfaction.</p> <p>Absence and staff sickness for facility-level teams were monitored by the Duty Managers and reports were sent to the Operations Manager and HR.</p> <p>Patterns of absence were monitored by the facility and there was an escalation process in place to deal with any issues.</p>
Measurement Monitoring and Review	How do you measure, monitor and review the professional development and performance of your staff and volunteers?	<p>Each member of staff had an individual training plan, which was kept up to date and monitored for completion against agreed targets through the MagNet system.</p> <p>The organisation had recently carried out an insight process on all staff above Duty Manager, and soon to be delivered to all staff, to identify staff tendencies/ attributes/ behaviours to help inform better team cohesion/ working approaches. This was being followed up by the company who delivered it regularly with support information. The process appeared to have been well received by the team who had already been assessed and were very enthused by the process and referred to it regularly during the visit describing how it had already improved the way they worked/ interacted with their colleagues.</p>
Impact and Outcomes	Can you demonstrate that leaders promote innovation, creativity, and enterprise and develop high morale?	<p>The organisation had a formal staff recognition scheme in place where members of staff could nominate anyone for an award. The Senior Leadership Team approved successful applications and the staff member received £100. In addition, the staff newsletter was used to give regular "shout-outs" to team members who had performed well.</p> <p>Management spoke of how staff involvement and development were in the "DNA" of the organisation and this was clear from both "visions" in the business plan, of "we are in this together" and "we are always learning", and the commitment from the Board of Directors to have a "buddy" scheme where a trustee is allocated to a site and visit regularly to engage with staff and be a conduit for feedback for them.</p> <p>Numerous staff spoken to during the visit had been through development training and had started at the facility/ organisation in roles lower to the ones they were now in and other staff within the teams had been identified to be given responsibilities as part of a development and succession planning process for the site. Indeed it was reported that the last time a DM post was filled by an external candidate was in 2018. This was good to hear and suggested how good the training and development ethos was in the organisation.</p>

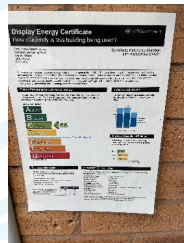
## OPERATIONS - Environmental Management

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Mystery Visit	Is a Display Energy Certificate (DEC) displayed and in date?	Unfortunately, the Display Energy Certificate (DEC) displayed in the reception area was only A4 and had expired on 2 May 2019.	U/S
Mystery Visit	Are the environmental conditions acceptable?		E
Mystery Visit	Can customers easily get to the facility without driving?	There appeared to be no information on the website regarding how to get to the facility without driving and indeed the only information regarding travel to the site was an explanation of how to park.  There was no environmental information displayed in the facility so no information regarding possible bus routes or train stations to allow travel without driving.  None of the bike racks were undercover, and as a result, risked saddles getting wet.	S
Mystery Visit	Does the facility promote their environmental sustainability policies?	There was no environmental information displayed at the facility, either on a specific board or mentioned anywhere on the site.	S
Mystery Visit	Is there a focus on "reduce, reuse, recycle, responsibly dispose of"?	Although there were some recycling bins in the facility they were not particularly well marked or even that high profile and as a result, it was hard to distinguish easily what was a recycling bin and what was a normal bin when I was looking to throw a piece of paper away.	VG
Plan	How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?	The current organisational environmental policy was last dated as being developed in August 2021 and staff reported they thought it was currently being reviewed. It may be beneficial, to bed this focus into the facility/ organisation to review this area of work at least annually and when reviews are happening to ensure that all staff are fully aware and involved in the process.  Action plans produced from previous policies/ audits had not yet been translated to a facility level and were currently still only developed at an organisational level. It may be beneficial, to bed this focus into the facility/ facility teams, to ensure actions were incorporated into the facility's own SIP to ensure awareness and buy-in, as well as the tracking of actions being completed.	G
Do	Is there a positive environmental management culture?	Environmental training could be disseminated as soon as possible to all staff to ensure there was a buy-in from the whole team to the processes and procedures being put in place. This would start to embed the focus on this area into the team who generally were going to be the ones to deliver the actions required at a site level.  Unfortunately, the DEC displayed at the facility was well out of date. During the visit the Operations Manager received an email stating that a newer one was available that was also out of date, expiring in May 2023. This didn't suggest a particularly robust approach to environmental management. It may be advisable for the team/ organisation to ensure that the legal requirements of this area of work are being satisfied alongside the aspirational items within the plans/ policies.	G
Do	Is there a system in place to ensure that hazardous, clinical, and medical waste is disposed of correctly, with records maintained?		E
Measurement, Monitoring and Review	How does the facility measure, monitor and review the effectiveness of their approach to environmental management?	The team may consider how often and how they access utility readings for the facility, and perhaps even devise a way that they can begin to record them themselves. This will enable them to ensure they can review changes more than just monthly, enable them to track through usage, rather than just financially, the effects of their work and respond quickly to any anomalies that may arise.  It may be good practice to introduce an occasional external environment audit, to back up the internal audits, and thus obtain an additional independent assessment of progress.	G
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	Steps had been made in reducing the environmental impact of the facility and management may now benefit from looking at how the direct impact of these efforts is shown. The introduction of additional measures and feedback methods may be useful to help them do this. These could include measuring the reduction in trade waste, any increase in the percentage of waste that was being recycled, measuring improvements to the customer experience following specific environmental projects, inviting customers to be actively involved/ consulted on initiatives, tracking attendance at staff environmental training, levels of chemical usage in the facility and measuring actual utility usage as well as financial outcomes. This will allow the team to have a more robust rounded view of the success of their environmental aims and objectives going forward.	G

### "OPERATIONS - Environmental Management" AFI IMAGES

*Q: Is a Display Energy Certificate (DEC) displayed and in date?*



SECTION	QUESTION	STRENGTH
Mystery Visit	Are the environmental conditions acceptable?	The building was generally well-lit, with the majority of lights working well, and a comfortable temperature in all areas.  The changing rooms were well-lit and at a comfortable temperature with good air circulation.  The showers were at an excellent temperature and the pool water was exceptionally good.  Areas such as the gym were air-conditioned and appeared to be set at a temperature comfortable for exercising.
Mystery Visit	Can customers easily get to the facility without driving?	There was a bike park for the facility which was mentioned on the website.
Mystery Visit	Does the facility promote their environmental sustainability policies?	There were some guidance/ rules displayed in the wet changing areas asking people to remove shoes.
Mystery	Is there a focus on "reduce,	There was an excellent "pool waste recycling project" bin sited in the reception area where customers, and indeed staff, could donate old pool equipment such as woggles, floats and goggles to an

Visit	reuse, recycle, responsibly dispose of"?	<p>organisation called ECO Leisure Suppliers for recycling into flip flops.</p> <p>Bins for recycling were available in some areas of the facility.</p>
Plan	How does the facility plan to reduce its negative impact on the environment and improve its carbon footprint?	<p>There was an organisational Environmental Policy developed by the organisation dated 31 August 2021.</p> <p>There were a range of action plans, grouped together under the Energy Savings Initiatives (ESI) action plan, which translated the organisational environmental policy into clear KPIs and aims/objectives. These included separate plans for building conditions, staff education, utilities and energy-saving initiatives.</p> <p>The facility had a spreadsheet with some of the actions from the separate plans shown in an RAG-rated format.</p> <p>Significant funding had been secured from the council through the nuclear waste fund to contribute to additional site-level improvements such as upgrading the solar panels and upgrading to LEDs in all areas.</p>
Do	Is there a positive environmental management culture?	<p>The facility underwent an environmental review in July 2022 and an "Energy Savings and Decarbonisation" audit in May 2023, carried out by the client ELDC, which had been used to inform actions.</p> <p>As part of the new environmental policy, all suppliers had been contacted to assess their environmental policies and processes and this information was being used to review the organisation's/facility's supplier lists. Specific projects, such as the "pool waste recycling project," where old pool equipment such as woggles and floats were collected and sent to ECO Leisure Suppliers for recycling into flip flops were measured for quantity.</p> <p>Staff had been trained on how to complete basic operational equipment checks to ensure that they operated efficiently, in particular, the gym staff for the fitness equipment and the duty managers/pool plant engineer for the plant room. There was also a process which the management team at the facility went through to educate staff in areas such as turning lights off and ensuring processes such as putting the pool covers on were completed correctly.</p> <p>Some staff, Duty Manager and above, had carried out the new organisational environmental training.</p>
Do	Is there a system in place to ensure that hazardous, clinical, and medical waste is disposed of correctly, with records maintained?	<p>All hazardous waste, including light bulbs, chemicals, empty containers, and sanitary and medical waste were disposed of by approved contractors (PHS) and waste transfer notes were evidenced during the assessment.</p> <p>Relevant staff were trained in Hazardous Waste Transfer processes during induction and specific staff were additionally trained on an ongoing basis.</p>
Measurement, Monitoring and Review	How does the facility measure, monitor and review the effectiveness of their approach to environmental management?	<p>Utility readings were taken electronically monthly and were used to track usage and spending against financial KPIs in the Balanced Scorecard.</p> <p>Usage was reviewed monthly during energy reviews with the client ELDC.</p> <p>The ESI action plan/ spreadsheet was reviewed regularly and RAG rated for completion/ progress.</p> <p>There was a regular internal audit completed at the facility which was used to measure performance and to highlight any areas of concern. This was reviewed to inform the ESI.</p>
Impact and Outcomes	Can you demonstrate that you have reduced the facility's environmental impact and carbon footprint?	<p>The EPC score for the site had reduced from 95D in 2015, to 66C in 2022.</p>

# OPERATIONS - Compliance Declaration

SECTION		BAND	
All		Pass	
SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
All	Health and Safety Management System		Y
All	Health and Safety Policy Statement		Y
All	Employers and Public Liability Insurance Certificate		Y
All	Fixed Electrical Installation Inspection Certificate (Dry-Side)		Y
All	Fixed Electrical Installation Inspection Certificate (Wet-Side)		Y
All	Risk Assessments		Y
All	Fire Risk Assessment (Site-Specific)		Y
All	Control of Substances Hazardous to Health (COSHH) Assessments and Safety Data Sheets (SDS)		Y
All	Emergency Action Plan/Procedures		Y
All	Emergency Lighting Test Certificate and Service Records		Y
All	Fire Alarm Test Certificate and Service Records		Y
All	Asbestos Survey/Register		Y
All	Legionella Risk Assessment		Y
All	Gas Boiler Service Records		Y
All	Passenger Lifts and Hoist Examination and Inspection	The team may consider having a copy of the next-door Theatre's Disabled Lift/ Platform LOLER for their records as technically a member of one of their classes may need to use it to access the room used for fitness classes.	Y
All	Safeguarding		Y

SECTION	QUESTION	STRENGTH
All	Health and Safety Management System	A comprehensive documented system in place, which allowed for regular reviewing of policies and procedures, accessible to staff via both hard copy folders and the online MagNet system. Last reviewed fully on 18 November 2022 but processes were reviewed on an ongoing basis.
All	Health and Safety Policy Statement	Reviewed 18 November 2022 - policy signed by joint Magna Vitae Chief Executives.
All	Employers and Public Liability Insurance Certificate	Joint Policy provided by Zurich Insurance with current expiry date of 30 June 2024.
All	Fixed Electrical Installation Inspection Certificate (Dry-Side)	Completed by EJ Parker Technical Services on 15 December 2022 and assessed as SATISFACTORY with no required remedial action.
All	Fixed Electrical Installation Inspection Certificate (Wet-Side)	Completed by EJ Parker Technical Services on 15 December 2022 and assessed as SATISFACTORY with no required remedial action.
All	Risk Assessments	A variety of risk assessments were reviewed during the visit including: - Swimming Pool Physical Environment , last reviewed in August 2023. - First Aid Provision, last reviewed on 17 September 2023 - Pool Covers, last reviewed on 14 August 2023.
All	Fire Risk Assessment (Site-Specific)	The facility was last inspected on 5 October 2022 by Andy Whilde, Right Directions with a review date set of 4 October 2024.  A variety of actions, Low, Medium and High were identified and a service improvement action plan was seen which indicated that the majority of these items had been completed with the date of completion also shown.  Evidence was seen of comprehensive control measures in place, as determined by the Fire Risk Assessment, for the checking of fire equipment, call points, fire exits and emergency lights.
All	Control of Substances Hazardous to Health (COSHH) Assessments and Safety Data Sheets (SDS)	A variety of Safety Datasheets and COSHH assessments were reviewed during the visit including: - Jangro acidic toilet cleaner, last reviewed on 30 March 2023 - Jangro Hard Surface Cleaner, last reviewed on 20 October 2022 - WD40, last reviewed on 19 November 2022.
All	Emergency Action Plan/Procedures	The Emergence Action Plan was last reviewed on 14 June 2023.  The document included role-specific actions and arrangements for specific groups such as lost/ missing persons and people with additional needs, including PEEPS/ GEEPS.
All	Emergency Lighting Test Certificate and Service Records	The last test and inspection was done by TVF (UK) Ltd. in June 2023 and the facility was approved as complying with the testing and inspection recommendations of BS 5266 at the time of the inspection by the assessor.
All	Fire Alarm Test Certificate and Service Records	The last Fire Alarm inspection was done by TVF (UK) Ltd. in June 2023 with no issues noted.  There was evidence of weekly statutory checks, demonstrating a planned approach to checking all call points on a rotational basis and all other aspects of the management of fire equipment at the facility, seen on MagNet.
All	Asbestos Survey/Register	Carried out on 11 December 2013 by QUALSERV Environmental Solutions. A comprehensive plan was in place for all "presumed risk" areas identified.
All	Legionella Risk Assessment	The last full Legionella Risk Assessment was carried out by Second Element on 10 December 2020.  Reviewed annually by the facility and recorded on the in-house ongoing review index Live.

There was a comprehensive water management plan at the facility with evidence of completion of actions such as monthly calorifier temperature checks, shower head descaling and sentinel tap seen on Magnet (StaffMis).

All Gas Boiler Service Records The last boiler service was by Aaron Services on 13 March 2023.

All Passenger Lifts and Hoist Examination and Inspection The last Pool Hoist inspection was carried out by Wicker Independent Living on 8 September 2023.

All Safeguarding Last dated review of the 25 January 2023 by the Executive Director.

# GPLUS - Safeguarding

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	Is commitment demonstrated to raising safeguarding standards for children and young people?	The management team may consider making the Incident Response flowchart available in the staff room and in the main office to highlight to staff the process and the need to be vigilant around the issue.	VG
Do	Are there robust procedures and systems in place for safeguarding the interests of children and young people, and is there a proactive role in prevention?		E
Do	How do you ensure that staff are recruited, trained and updated on the safeguarding policy and procedures. Are they aware of their responsibilities and know how to raise a concern?		E
Measure	Is information captured regarding safeguarding concerns; are reports monitored and is the quality of the safeguarding procedures and other elements of Safeguarding Standards measured?	Currently, it was not clear if there were any specific quantitative safeguarding KPIs against which the organisation/ facility performance measured itself. This is perhaps something that may be considered to ensure progress can be tracked, for example through percentage attendance at training targets or by tracking incidents. As all reports were uploaded to the STITCH platform it may be worth the team investigating how they may make use of this resource to help them do this.	VG
Review	Are there reviews of the quality of safeguarding procedures and other elements of its Safeguarding Standards?	It was not fully clear whether during the review of processes and procedures facility users, parents, carers and young people were included. It may be beneficial to review whether there is an opportunity to include these groups going forward in some capacity.  It was not clear what partner engagement was carried out in the reviews of safeguarding processes. The team/ organisation may consider outlining, and ensuring all staff are aware of, how the review process occurs and whether the reviews undertaken take into account the views of other agencies, for example, social services and the police.	G
Impact	Is there evidence of improvements and impact of Safeguarding Standards and practices in the area for children and young people?	When setting targets it may be useful to bear in mind an increased focus in this area, particularly when delivering increased staff training and information, may cause an increase in "reports". It may therefore be useful to consider setting up a scale for incident reports, from Level 1 (a report not progressed/ substantiated) to Level 4 (a report which had to be escalated to police/ outside agency involvement). In this way, both the overall numbers and the seriousness of incidents can be tracked to show the success or otherwise of the policies/ procedures introduced.	G

SECTION	QUESTION	STRENGTH
Plan	Is commitment demonstrated to raising safeguarding standards for children and young people?	The organisation had a comprehensive Safeguarding Policy which was reviewed annually, last reviewed on 25 January 2023, and was available on the MagNet system for staff.  The policy was backed by comprehensive documentation/ procedures, available to staff on MagNet, outlining areas such as procedures, responsibilities, clear explanations of terminology used and links to other corporate policies such as whistleblowing, disciplinary and complaints.  There was an Incident Response flowchart in the documentation which staff could use to understand easily how to report incidents, with a clear process outlined for escalation of incidents.  There was a Safeguarding Lead in place for the organisation, Aeneas Richardson, who was supported by designated deputy leads in the facilities, with the Operations Manager Nick Marshall being the designated lead at the facility.
Do	Are there robust procedures and systems in place for safeguarding the interests of children and young people, and is there a proactive role in prevention?	Risk assessments were carried out for all activities and procedures that may include adults at risk or children under 18 and were included in other relevant risk assessments such as holiday activities and first aid.  User groups providing activities for children, such as swimming clubs, were required to send the booking manager a copy of their Club Mark award or a copy of their policies.  There was a set-out and standard online reporting process/ form that was used to raise a safeguarding concern which staff could access on the corporate OneDrive or from a Duty Manager when required.  The facility had safeguarding posters up around the building to inform users how to report safeguarding concerns.
Do	How do you ensure that staff are recruited, trained and updated on the safeguarding policy and procedures. Are they aware of their responsibilities and know how to raise a concern?	Staff were recruited via a corporate process based on a safe recruitment policy which had procedures in place for roles involving contact with children, young people and adults at risk.  The induction process had a specific safeguarding module and staff were also informed of the facility/ contract safeguarding leads, the duty of care procedures and incident reporting processes when joining. New staff also completed a Lincolnshire County Council safeguarding course as soon as possible after being employed.  Annual/ regular safeguarding training was delivered face-to-face to the team.  Designated staff received additional safeguarding training and refresher updates to ensure they were competent to oversee the whole process, for example, Alysia a DM had completed an NCFE Level 1 Award in "Safeguarding in a Learning Environment".  When procedures were reviewed and/ or changed staff were notified directly and had to review and then re-pass the competency test associated with the policy.
Measure	Is information captured regarding safeguarding concerns; are reports monitored and is the quality of the safeguarding procedures and other elements of Safeguarding Standards measured?	There was an organisational process for capturing safeguarding incidents and a standard form used to report them.  All reports were forwarded to the organisation's Safeguard Lead who reported on the total incidents/ outcomes to the SLT and the Health and Safety quarterly meeting verbally.  All reports and incidents were uploaded to the STITCH platform and could be viewed by the Operations Manager.
Review	Are there reviews of the quality of safeguarding procedures and other elements of its Safeguarding Standards?	Safeguarding matters, including incidents and learnings, were discussed as a standing item in the health and safety working group.  Incidents that happened at the facility were discussed through the Duty Manager meetings and any learning points were discussed at staff meetings.
Impact	Is there evidence of improvements and impact of Safeguarding Standards and	There was evidence organisationally that the reporting process was working as reports had been forwarded to the Designated Lead and were available on STITCH.  There have been no recorded incidents on STITCH for the facility since 2022.





# GPLUS - Increasing Participation and Reducing Inactivity

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	How are priorities and objectives identified to increase participation and target inactive people in its area?	The organisation's plans and aspirations were very comprehensive and covered a range of targeted groups such as the inactive, however, it does feel like it is primarily influenced by the client East Lindsey District Council and its high-level strategic partners. It may be beneficial to begin to explore whether there are additional stakeholders in the locality, perhaps those in the voluntary sector, who also work to help increase physical activity and who could also be engaged to help develop plans, in particular, identifying target groups of the most inactive.	VG
Do	How is access to and take up of sport and physical activity widened, including partnership working with other service providers?		E
Measure	What precise measurement tools are in place, with clear targets, to show how people are attracted and retained in sport and physical activity?	It was not fully clear how or if the team measured the retention of people they had attracted, whether just generally or through a specific intervention. It may be beneficial for the team to devise a way they could track general retention and also, perhaps more helpful for conversations with prospective partners, the length of retention of people who were initially inactive and were attracted to sport/ physical activity through a target intervention/ programme.	VG
Review	How is best practice searched and applied to learn, grow and develop with the involvement of targeted local people shaping its services?	The team could consider extending the occasional post-programme surveys to all programmes and interventions to ensure they have as much information as possible to inform their reviews and enable as many users as possible to be able to offer feedback.  External survey data, for example, National Benchmarking Survey/ APSE data, and best practices identified through research and case studies from for example, Sport England, ukactive and CIMPISA, plus other key players in the industry could be used as part of the review process to set new targets/ objectives.	G
Impact	How is improved activity and a positive impact of the interventions on the local population evidenced? (In terms of physical and mental wellbeing and social and community development?)	It appeared that limited evidence was currently being produced to show the impact of the work the team are doing, which was a shame as there were many excellent programmes and schemes being delivered. It may be beneficial for the team/ organisation to review how they are going to evidence these areas of work, both for their benefit and also, perhaps more importantly, to be able to make the case to potential partners/ funders for more long-term funding of the programmes they are delivering so well.  The team may consider talking to a range of partners to develop data that they could use to show the difference they were making in specific areas to targeted groups, for example, by better interrogation of the Sport England Active Lives data and by obtaining public health data around community health levels.  The team could consider promoting more widely the excellent case studies they had gathered, and perhaps gathering these for all programmes, to ensure they have as much powerful testimony as they can around the differences they have made to people's lives in the local population.	G

SECTION	QUESTION	STRENGTH
Plan	How are priorities and objectives identified to increase participation and target inactive people in its area?	One of the key objectives of the East Lindsey District Council was to increase participation and so the organisational business plan had been developed to be reflective of this including the adoption of the tagline "More People, More Active, More Often". The document was also developed in conjunction with local stakeholders such as Active Lincolnshire and local health partners for example, the Active Lincolnshire Inequalities in Physical Activity report, and was reported as reflective of their plans.  The leisure strategy was a document that translated the corporate business plan into specific actions/ aims to achieve the key objectives outlined in that document, including items such as targeting non-users with programmes such as funded Top Up Swimming and Crash Courses, helping currently inactive children who couldn't swim achieve this skill at the facility.  Datahub postcode analysis was used to map areas of deprivation and this information was reportedly used to inform the business planning process.  There was evidence that the facility/ organisation worked with non-sporting partners to support and enable new initiatives to take place which encouraged increased activity. This included work being carried out with the Police, Air, Army and Sea Cadets to create links to the facility through discounted memberships and the work with the Employability scheme providing memberships for people attempting to get back into work.
Do	How is access to and take up of sport and physical activity widened, including partnership working with other service providers?	There had been a variety of programmes run at the facility and in the community over the last 12 months designed to increase participation and reduce inactivity including: - An Exercise on Prescription programme delivered in conjunction with One You Lincolnshire - Working with the NHS on social prescribing programmes and a Cardiac Rehab scheme - Working with Lincolnshire County Council Public Health on a mental health walks scheme and the Children Services on a carers programme - Working with Age UK Lindsey on programmes with older adults/ parents - Working with Platform Housing helping stroke/ Parkinson's patients to rehabilitate.  Progressive pathways were built into referral schemes, projects and programmes to enable participants to continue with their activity following the initial intervention. For example, the Exercise on Prescription scheme was free for the initial 12 weeks and then a discounted rate of £25, as opposed to £33.50, could be accessed as long as the user continued to be a member.  Concessionary pricing was available for a range of users who claimed benefits and "offers" were in place for targeted groups, for example, free Top Up Swimming lessons to address the drop in children's ability to swim during COVID-19.
Measure	What precise measurement tools are in place, with clear targets, to show how people are attracted and retained in sport and physical activity?	Membership and leads trackers were used to measure members and reports were tracked daily on the performance of sales. These reports were also available for specific programmes such as Exercise on Prescription and WaterWise. Clear performance targets, linked to the monthly budget sheets developed from the financial forecasts, were set for the facility and these trackers were used to measure the increase in people taking part in physical activity.  Specific projects had their own targets and measurement processes, for example, the HAF programmes delivered during the holidays in conjunction with Active Lincolnshire.  There was a range of case studies on the website telling the stories of people whom the organisation had helped change their lives with physical activity.  General usage/ footfall and financial indices were used to measure facility outcomes and the organisation also utilised the Social Value calculator tool to measure the impact of their work.
Review	How is best practice searched and applied to learn, grow and develop with the involvement of targeted local people shaping its services?	There was evidence that programmes and projects delivered with partners were regularly reviewed, and changes made based on those reviews, for example, the HAF programme and the Ageless and Agile programmes. Reviews were used to assess both the overall impact but also how targeted groups interacted with the programmes, for example, how many children with additional needs attended the HAF programmes.  There was evidence that participants in programmes were able to feedback, through either testimonials, verbally to delivery staff and occasionally through specific surveys from the partner agencies delivering the programme, and this information was used to shape future programmes.
Impact	How is improved activity and a positive impact of the interventions on the local population evidenced? (In terms of physical and mental wellbeing and social and community development?)	Increases in usage of programmes have led to increases in their delivery, for example, HAF programmes have been added at different times of the year and also at other sites due to their success. This has also been seen with the Exercise on Prescription scheme and the Ageless and Agile programme.  Users of the Exercise on Prescription scheme taking up full facility memberships has risen from 75 to 225 since April 2023.

## SPLUS - Pool Water Management

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	How do you plan to ensure that the pool is managed within current corporate and national guidance and best practice?	The last LZVTs were carried out over 12 months ago and although plans were in place to re-introduce them this is something that the team may look to do as soon as possible.	VG
Do	How do you communicate the standards to both customers and staff?	It may be beneficial to review the storage of the additional carboys in the portable bunds in the plant room and communicate to staff the exact number that should be stored safely in each one. There were some instances of "stacking" (see photo) which it appeared took the total above the required threshold. Signage on each bund, stating how many units can be safely stored, may be helpful.	VG
Do	What external influences, good practice and legislation have you considered?		E
Do	What training has been delivered to achieve the commitment?		E
Do	What resources have you in place to achieve the commitment?	It was not fully clear how improvements to the indoor plant room were being planned and budgeted for and this is an area that the team may consider, perhaps by investing in a pool plant survey for the area, to understand how long the equipment may remain effectively operational, and the costs of replacement that may be required in the coming years.	VG
Measure	How do you measure?	There were quite a lot of chemicals stored in the plant room, some in overfilled temporary bunds, and it may be beneficial for the team to introduce a better stock control system for the pool chemicals, including a regular stock check, to enable levels to be managed more appropriately to mitigate any risks this could pose.	VG
Review	How do you review what you measure?	The organisation may consider more regular internal audits of processes, check sheet completion and record keeping for areas such as staff training, which was then able to include the pool water management area of the business.	VG
Impact	Has what you have done made a difference?	There was limited evidence available to show impact in this area and facility management may benefit from developing a wider range of KPIs/ objectives if this area is a focus for the business. These could include more robust records of chemical savings, trends noticed in the reduction in maintenance of plant, reductions in accidents/ incidents in the area, increasingly good microbiologic results and recorded compliments increasing/ complaints reducing regarding the environment/ water quality. This may then enable a robust picture of the facility's performance in this area to be evidenced.	G

### "SPLUS - Pool Water Management" AFI IMAGES

Q: How do you communicate the standards to both customers and staff?



SECTION	QUESTION	STRENGTH
Plan	How do you plan to ensure that the pool is managed within current corporate and national guidance and best practice?	<p>There was evidence that best practice, such as MHSSP HSG 179, was being considered during the ongoing running of the pool, including glazing/ glare management (which had resulted in some windows being blocked up), pool surround management, pool plant management and emergency equipment levels.</p> <p>There were competent contractors in place, managed by the client East Lindsey District Council (ELDC), to service and maintain pool plant including pumps and dosing units. There was a clear process for breakdowns and emergency repair requirements in place and there was an internal maintenance person that carried out some minor maintenance.</p> <p>There was a specific risk assessment for the plant rooms and for items such as noise levels and noise testing were also evidenced.</p>
Do	How do you communicate the standards to both customers and staff?	<p>There were comprehensive Safe Systems of Work (SSOW) in place on the MagNet system for backwashing, pool testing and daily plant room checks. These were also held in the plant room for staff carrying out the procedures in relevant areas, for example, backwashing procedures tagged to filters and chemical delivery procedures fixed to the storage units.</p> <p>Within the PSOP there was a specific section covering the plant room and processes to be carried out within the area.</p> <p>There was a document outlining the desired chlorine levels, water and air temperatures, based on PWTAG and HSG 179 guidance, displayed within the plant room.</p> <p>There was good customer information in place regarding not wearing shoes in the changing rooms, pre showering and Aqua Nappies were available for sale at reception.</p>
Do	What external influences, good practice and legislation have you considered?	<p>The pool water was managed to current PWTAG guidance with clear processes in place for actions such as regular water test completion and recording within agreed ranges, including a weekly TDS levels test.</p> <p>There was a pool water and management testing document outlining all legislation, good practices and external influences, including PWTAG and MHSSP HSG 179, used to develop the plant room management processes.</p> <p>Microbiological testing was carried out monthly by WCS and reports were sent to the facility indicating conformity to recommended ranges.</p> <p>Backwashing was carried out to pressure differentials on the filters, rather than on a "timetable", or if required due to an incident.</p>
Do	What training has been delivered to achieve the commitment?	<p>All DMs and above were Pool Plant Operator (PPO) trained and records were kept on-site, with DM Alysia Goodwin's records sampled.</p> <p>Qualifications such as the PPO and other in-house training, were monitored with a process in place to record refresher/ revalidation dates.</p> <p>Staff were trained on SSOW, PSOPs, use of chemicals, use of Personal Protective Equipment (PPE) and set up of equipment with records maintained on site.</p> <p>All staff received some internal training on the pool operation, including areas such as water clarity, turnover rates and procedures for incidents in the pool such as the release of faecal matter.</p>
Do	What resources have you in place to achieve the	There was comprehensive PPE available for a variety of individuals, stored correctly (see photos) and inspected regularly.

	commitment?	<p>COSHH assessments were completed for pool chemicals and were readily available in appropriate areas, including the appropriate chemical COSHH assessments located in the storage areas.</p> <p>Budgets were available for plant room repairs and required training of staff.</p> <p>Measures to mitigate the impact on the environment and utility costs have led to the introduction of pool covers and variable speed drives at the facility.</p>
Measure	How do you measure?	<p>There was a comprehensive water chemical testing process in place, including records of the ranges required, and actual readings were taken every three hours. The sheet outlined the process to record actions taken to address readings that were outside of range.</p> <p>Backwashing was recorded on the MagNet system and the whiteboard in the DM's office.</p> <p>Accidents and incidents were recorded on STITCH and could be separated into "areas", so anything relating to the plant room could be reported individually and trends analysed.</p> <p>There was a comprehensive faecal release process in place and these were recorded through an incident report form on MagNet.</p> <p>Usage of chemicals was tracked through the budgets by the Operations Manager.</p> <p>Microbiological testing was carried out monthly by WCS and reports were sent to the facility indicating conformity to recommended ranges.</p>
Review	How do you review what you measure?	<p>Accidents were reviewed by the DMs on an ongoing basis and were discussed during DM meetings. Reported near misses were reviewed immediately with the Operations Manager and any actions required were taken.</p> <p>Utility usage was reviewed by the Operations Manager from a financial/ budgetary point of view monthly.</p> <p>The Operations Manager checked all water testing records on a monthly basis.</p> <p>All DMs and above were members of various Facebook groups including the Pool Plant Operators UK and Swimming Pool Network UK and the Operations Manager was a member of the Swim England Pool and Operator Network. This enabled best practices to be accessed and information used to continually review the facilities/ organisations' processes.</p>
Impact	Has what you have done made a difference?	<p>Pool clarity was excellent (I experienced this myself and can confirm!) and staff reported that they received very few comments regarding the pool water.</p> <p>It was reported that processes had been refined for backwashing and this had resulted in the reduction of wastewater during the process. Additionally, backwashing has been reduced overall, with the move to pressure differentials rather than on a timetable.</p>

## "SPLUS - Pool Water Management" STRENGTH IMAGES

*Q: What resources have you in place to achieve the commitment?*



*Q: What resources have you in place to achieve the commitment?*



## SPLUS - Fitness Suites (inc. Group Exercise)

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	How do you plan to maximise and deliver the programme, increase participation and achieve value within your fitness suite and exercise class programme?	It was not clear what arrangements and opportunities had been considered for accessibility within the fitness suite and there was limited accessible equipment, and indeed it appeared space, within the area for someone in a wheelchair or with reduced mobility to use comfortably. It may be beneficial for the team to review their offer in this regard and even to perhaps engage a specialist accessibility organisation/ expert to carry out an audit on the area for them.	VG
Do	How do you make customers aware of the facility and programme you offer and ensure that they want to use your facilities and classes?	The team could consider more non-user research, to identify any barriers to using the facility and any gaps in the offer, particularly for some of the targeted and underrepresented groups such as ethnic minorities and the disabled.	VG
Do	How do you ensure that the fitness programme is running smoothly, well managed, effective and efficient?	Meetings with fitness class staff were very ad hoc and perhaps more thought could be given to how to communicate more regularly with this group and ensure they were well versed in all areas of the business and the values/ standards of the organisation.	VG
Do	What training has been delivered to ensure that staff are equipped with the skills to undertake their duties?		E
Do	What resources have been allocated to deliver the programme?	There was no dedicated space for studio space and currently, the team were using a space within the next-door theatre for fitness classes. There were constraints to this over access and availability, location from the actual main facility and signage. It may be beneficial for the team to consider how they can improve this part of the business.	VG
Measure	How do you measure?	It may be beneficial for there to be more proactive and regular customer feedback sought, even perhaps a specific user group formed, in order to constantly understand how customers were feeling about changes, how satisfied they were generally and to obtain information with which to inform improvements.	VG
Review	How do you review what you measure?	Given the many targeted programmes the organisation ran through their gyms/ memberships, it may be beneficial to begin reviewing performance through usage and membership from these targeted groups and different sectors of the community. This could also potentially help increase work with the health sector, and other partners if more specific feedback was available around targeted groups.	VG
Impact	Has what you have done made a difference?	The team could consider employing partners/ stakeholders to carry out mystery visits of the fitness suite and classes to ensure they are accessible for all and are being delivered at a high level. This may be particularly important for disabled customers in the fitness suite, so developing a relationship with a local group representing this sector of the community to provide feedback may be helpful.	G

SECTION	QUESTION	STRENGTH
Plan	How do you plan to maximise and deliver the programme, increase participation and achieve value within your fitness suite and exercise class programme?	<p>There was a range of KPIs and actions in the business plan and the leisure strategy plan specifically regarding growing memberships, including improving the programme to make it accessible to all, regularly reviewing the fitness class programmes/ sessions and developing/ promoting new offers such as the Personal Training offer.</p> <p>There was a specific fitness budget sheet which covered all areas of the fitness suites and group exercise classes and included forecasts for income, expenditure and staffing.</p> <p>The fitness suite has been planned and arranged using guidance such as ukactive Codes of Practice.</p> <p>The facility utilised the TRP system for retention and member interactions.</p> <p>Procedures and policies for the fitness suite and classes were held on the MagNet system and were accessible to all staff.</p>
Do	How do you make customers aware of the facility and programme you offer and ensure that they want to use your facilities and classes?	<p>There was a marketing plan in place which contained focused communications around increasing sales and retention of fitness memberships.</p> <p>Social media, the website, the App, local Facebook groups, internal advertising and banners/ leaflet drops around the local area were all used to raise awareness of the facility and the programmes offered.</p> <p>There was a focus on promoting the facility and the programme through case studies and good news stories and these were often linked to specific promotions such as the recent "refer a friend" scheme.</p> <p>There was some evidence that the team engaged well with their customers, with targeted surveys being carried out and customers being contacted directly through the App/ email to gather feedback and ideas of what they would like to see within the facility.</p>
Do	How do you ensure that the fitness programme is running smoothly, well managed, effective and efficient?	<p>The membership journey was now mainly online and customers confirmed with a health declaration that they were fit and well and didn't want/ need an induction. Inductions could be chosen and include a PARQ and a general introduction to the equipment.</p> <p>Verbal checks were done at the start of fitness classes.</p> <p>There was a defined process in place if declarations were made and the facility would refer to either One You Lincolnshire or their own local GP surgery.</p> <p>NOPs for the Gym/ Fitness suite and Fitness Classes were included in the full facility NOP.</p> <p>There was a maintenance contract in place with Technogym and processes in place for callouts regarding faults.</p>
Do	What training has been delivered to ensure that staff are equipped with the skills to undertake their duties?	<p>All fitness staff were qualified to Level 2 minimum, with some qualified to Level 3.</p> <p>Staff had received training in customer care and the Magna Vita DNA, comprising of a set of values to work by including "In This Together", "Embrace Change", "Always Learning" and "Celebrate Differences".</p> <p>There was evidence that development was linked to the annual appraisal and that CPD attendance was determined jointly by what staff wanted to do and what the business wanted to develop, for example recently a cohort of Aqua Fit instructors were trained to deliver newly identified Aqua classes.</p> <p>Records of staff qualifications and training completion are held on a mix of MagNet, and hard copy at the facility, with the organisational HR team also having a central copy.</p>
Do	What resources have been allocated to deliver the programme?	<p>Budgets were in place to cover equipment maintenance and repair through a contract with Technogym.</p> <p>The facility currently staff the gym for 66 hours a week and these were targeted at busy periods such as weekday evenings. These were reviewed regularly based on levels of attendance and programmes offered.</p> <p>There was evidence that budgets were available for staffing of all current classes and the Operational Manager could increase hours for classes if demand required.</p>
Measure	How do you measure?	<p>Attendance at fitness classes was measured through the Gladstone system and this also measured occupancy versus actual attendance.</p> <p>Membership and usage were used to measure the performance of the area.</p>

		Customer feedback was obtained through the TRP system, comment cards, the website and verbally.
Review	How do you review what you measure?	<p>The majority of the feedback routes, data and performance were reviewed in the weekly DM meeting and quarterly fitness team meetings.</p> <p>There were specific fitness team meetings which were used to review performance and processes/ procedures.</p> <p>The Operational Manager reviewed the class occupancy spreadsheet regularly and this can generate ad hoc actions such as targeted marketing for low-performing classes or meetings with fitness staff if there were discrepancies in attendance at classes.</p>
Impact	Has what you have done made a difference?	<p>Fitness Membership had increased from 601 at the end of 2022 to 689 currently.</p> <p>The number of fitness classes on offer had increased and the number of people attending had also subsequently increased.</p> <p>Increased funding and partnerships had been developed to allow the fitness suite to deliver partner programmes such as the Exercise on Referral programme and the NHS mental health programmes.</p>



## PURPOSE - Planning to Improve

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

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	Has the organisation identified its purpose in developing the business plan, how do you plan to improve?	The team may consider utilising the SIP a little more comprehensively, perhaps by adding some of the specific actions outlined in the Magna Vitae Business Plan (MVBP) for the facility at the start of the year, adding items from documents such as the environmental plan/ policy and even capturing agreed actions that may arise during the year from sources such as maintenance issues, customer feedback or partner engagements. At present, the document appeared to just simply capture actions from various internal and external audits but there was the potential for the SIP to become the facility's "working" document, with which they could manage the progress of their continuous improvement efforts through the whole operation.	VG
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)	The management team may consider how they update customers more about business planning and progress. This could be through the reinstatement of the "coffee and natter" meet the manager's sessions or by using a section of the planned customer newsletter.	VG
Do	Are there sufficient resources available to deliver the objectives and improvement tasks?	Although structural refurbishment, such as the removal of the flume, and/ or decorative improvement plans were mentioned as planned it appeared that the budgets were not necessarily in place and the team were a little at the mercy of the client in some respects. Given the age of the facility and some of the understandable issues that this was starting to cause regarding areas looking "tired" and requiring a refresh, the team may consider a fuller review of how this could be funded going forward as it feels like one of the major risks to the site.	VG
Measurement Monitoring and Review	How do you measure?		E
Measurement Monitoring and Review	How do you review what you measure?		E
Impact and Outcomes	Has what you have done made a difference?	The current evidence of what the facility was doing to make a difference was currently very quantitative and internal looking. It may benefit the facility/ organisation to add in a few more outward-looking measures to help show how they are making a tangible difference in improvements to sport and physical activity in the area. This could include perhaps tracking the Active Lives data for the locality and regularly monitoring general usage for specific demographics or targeted groups to ensure all the aims/ objectives stated in the business plan are being met.	G

SECTION	QUESTION	STRENGTH
Plan	Has the organisation identified its purpose in developing the business plan, how do you plan to improve?	<p>There were clear aims, objectives and goals in the Magna Vitae Business Plan (MVBP) including aims such as "... building a high-performance delivery across all service channels" and " being a trusted market leading team ..... through service excellence" and goals such as delivering "customer service and experience excellence" and "maximizing business value and efficiency". These aims were reflected in the leisure strategy plan, with specific site KPIs, actions and who was responsible for delivering these.</p> <p>The site-specific SIP contained actions developed from audits which reflected the goals and aims outlined in the MVBP.</p> <p>The SIP was a robust document allocating tasks to specific staff, time-defined actions and outcomes.</p>
Do	How are the staff and stakeholders involved in the development of the business objectives and the delivery of continuous improvement actions? (Challenge for staff)	<p>The plan had been developed in conjunction with local stakeholders, such as the client East Lindsey District Council, Active Lincolnshire and local health partners and was reported as reflective of their plans, for example, Active Lincolnshire's Moving Together Strategy and Active Lincolnshire Inequalities in Physical Activity report.</p> <p>During the quarterly staff social meetings, which members of the board and the SLT attended, the business planning process was discussed and staff were invited to help shape the direction for the following year and suggest items to be included.</p> <p>During the monthly team meetings around business planning time staff were invited to comment on the draft plans and offer up suggestions and ideas.</p> <p>KPIs and actions/ targets linked to continuous improvement were embedded and shared amongst the entire workforce through appraisals and 1-2-1s, for example increasing participation in gym classes in fitness instructors appraisals and increasing swimming lessons for swimming teachers. Because the staff at the facility were multi-skilled and covered several roles they were able to affect many of the KPIs/ aims of the facility/ business.</p>
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>Stakeholder updates were delivered in a variety of ways including monthly Board meetings, which contained members of the client East Lindsey District Council and a formal client monthly report which included finance and progress against the corporate strategy.</p> <p>Stakeholders/ partners that were directly helping deliver specific projects were updated on progress and received end-of-project reports for each project, either by the community team or the facility depending on who is the main driver internally.</p> <p>The Balanced Scorecard for the facility was displayed in the staff room and was discussed in the monthly meetings with all staff to update on progress, primarily financial.</p>
Do	Are there sufficient resources available to deliver the objectives and improvement tasks?	<p>Staff were allocated specific actions from the SIP and it was part of their job role to complete these actions satisfactorily. Time was therefore allocated to do this within their job role/ rotas.</p> <p>There was a robust budgeting process in place for the Operations Manager to cost out what he required to deliver the stated objectives for the facility. For example, a targeted uplift of 5% in swimming lesson income may require an extra teaching resource and he was able to request this. The Operations Manager explained that the process included a re-forecasting process carried out to reflect the additional establishment staff costs and to take account of these. This was an excellent robust process that sought to ensure that stated objectives were both delivered and also covered financially.</p>
Measurement Monitoring and Review	How do you measure?	<p>A Balance Scorecard was used to measure progress across a range of outcomes at the facility including members, WaterWise members, income actual, utility costs, and staffing costs. The document also covered items such as the percentage of members converted from the Exercise on the Prescription scheme, the NPS, social value and number of accidents.</p> <p>The SIP was RAG-rated to indicate the completion of tasks/ actions.</p>
Measurement Monitoring and Review	How do you review what you measure?	<p>The SIP was reviewed as live by the DMs and the management team and additionally, after any audits that were carried out at the facility, for example, external health and safety audits, Quest and internal cleaning audits, where the document was specifically reviewed and actions added.</p> <p>The SIP was formally reviewed every month at the Duty Manager's meeting to chart progress.</p>
Impact and Outcomes	Has what you have done made a difference?	<p>There was evidence that many of the indices used to measure performance had increased, including scores in the health and safety audits increasing from 72% to 81% in the post-COVID years and NPS scores up from an average of 44.4 in 2022 to 60.67 currently.</p> <p>Fitness Membership had increased from 601 members at the end of 2022 to 689 members currently.</p> <p>The Waterwise Learn to Swim programme had increased from 452 members at the end of 2022 to 486 members currently.</p> <p>Currently, usage was running at 50,457 visits up to August (5 months) against a full-year target of 85,500 visits.</p>

## ACTION PLAN

SOURCE	SUB SOURCE	TASK / ACTION REQUIRED
Response	Fitness Suites (inc. Group Exercise)	It was not clear what arrangements and opportunities had been considered for accessibility within the fitness suite and there was limited accessible equipment, and indeed it appeared space, within the area for someone in a wheelchair or with reduced mobility to use comfortably. It may be beneficial for the team to review their offer in this regard and even to perhaps engage a specialist accessibility organisation/ expert to carry out an audit on the area for them.
Response	Tackling Inequalities (Activity Alliance)	<p>Programme and prices were only available in a downloadable format from the website and although the document had a Read Aloud function this only read certain information and wasn't user-led. This could prove hard for people with visual accessibility issues to get information from the website regarding activities that may be suitable for them.</p> <p>The YouTube link appeared to go to a corporate account which was last uploaded one year ago.</p>
Response	Tackling Inequalities (Activity Alliance)	The only group that it proved hard to find specific activities for was the disabled and ethnic groups and it did not appear that there were any specific activities targeted at these sections of the community.
Response	Tackling Inequalities (Activity Alliance)	<p>There was no information on the website or social media regarding the accessible changing rooms or any accessible information regarding the facility at all, which was a shame as there was a dedicated accessible changing room with a hoist, toilet, bed, wash wheelchair and wet room shower.</p> <p>Doors throughout the facility were manual push or pull, there were no assisted doors and some were quite heavy.</p> <p>The site itself was quite narrow in public areas and could prove challenging to a wheelchair user or someone with reduced vision/ mobility.</p> <p>The gym did not appear to be laid in such a way as to be accessible.</p>
Response	Tackling Inequalities (Activity Alliance)	It was not clear exactly how specific target groups were developed, it was assumed by the staff that this was through the partner's wishes and aspirations, and thus there was little evidence as to why there appeared to be some groups not catered for, specifically ethnically diverse groups and disability users. Given the low levels of disability usage identified in the Active Lincolnshire report it is perhaps surprising there doesn't seem to be any evidence of specific programmes for these groups in particular. It may be beneficial for the team to consider more robustly how the target groups are identified, and why they are chosen and perhaps develop a wider offer for those groups that currently do not seem to be catered for fully.
Response	Tackling Inequalities (Activity Alliance)	There was limited information regarding the accessibility of the actual facilities on the corporate website and limited policies such as an Access Policy outlining what the facility/ organisation would be doing for its disabled customers to make the facility open and more accessible to all. The team may consider how they communicate this information going forward more clearly.
Response	Tackling Inequalities (Activity Alliance)	Facility management may consider enhancing the ways in which the availability of inclusive equipment at the site is communicated to customers as currently, this information does not appear to be particularly high profile or site-specific through current communication routes - for example, the website.
Response	Tackling Inequalities (Activity Alliance)	<p>There was little clear evidence that there was a fully "inclusive" communication strategy/ plan for the organisation, or any specific actions/ objectives within the marketing strategy overview seen, which may result in some difficulties in communications reaching intended audiences. The team may consider a range of accessible in-site communication materials, such as different language leaflets/ resources, designed specifically for the identified inequality groups in the local area and carrying out a stakeholder mapping exercise to identify organisations working with the targeted groups that had been identified who could assist with direct marketing to these potential users.</p> <p>The facility may benefit from working with the marketing team to focus on developing this part of the overall communications plan to further embed the aspirations in this area into the general operation of the site.</p>
Response	Tackling Inequalities (Activity Alliance)	It may benefit the team to work with some of the existing partners, for example, the LCC Public Health Team, to devise robust methods to specifically measure and be able to track community-level changes in health improvements and activity levels. This could enable them to have a more robust picture of how the work they are doing is affecting the locality, its physical activity levels and its penetration into these specific markets.
Response	Customer Journey	Although links were in place for a YouTube site this did not appear to be site-specific or even be used.
Response	Customer Journey	<p>The signage for the main entrance once you reach it was a little underwhelming and in general signage for the facility was a little hard to see in what is a busy area of the seafront.</p> <p>Both the Meet the Team and Swimming Teachers picture boards were empty.</p>
Response	Customer Journey	<p>Unfortunately, none of the staff observed during the visit wore a name badge.</p> <p>There did not appear to be anyone manning the gym.</p>
Response	Customer Journey	It was unclear exactly what the ongoing plans were for larger items of equipment and areas of the facility that may require updating/ repair, for example, the slide and the changing areas. It may be helpful for these items to appear on the facility's SIP to enable the team to track any progress and to be able to inform both staff and customers of potential timetables for completion.
Response	Customer Journey	The facility may consider formalising a process and plan for the monitoring of the non-TRP customer feedback, which may include additional sources such as the recording of "verbal" feedback, more general mystery visits and benchmarking, to ensure a more comprehensive range of both quantitative and qualitative sources helped inform business planning and service improvement/ delivery plans. Currently the "review" was very qualitative and it was not completely clear how the monitoring and review process directly informed the business planning or SIP as no items were seen within the latter document labelled as from customer feedback.
Response	Customer Journey	It may be helpful to use the TRP insights system to search for various locations and activities and produce NPS scores for these to enable a deeper understanding of which areas of the business were performing well, according to customers, and which may need further focus on.
Response	Operational Management	<p>On close inspection and use of the facility, it became evident that there were a few "minor" maintenance issues noted, mainly in the wet side changing areas. These included broken/ out-of-action lockers, damaged cabinets in the toilet areas, a damaged hand drier and a broken support handle in one of the accessible changing areas (see photos). There was an overall feeling that this area of the facility was tired and in need of upgrading.</p> <p>The flume was also not in operation at the date of the visit.</p> <p>Out-of-order signage was in place however it did not include details of the issue, the date the item was damaged or an anticipated date of rectification.</p>
Response	Operational Management	The one area where there were some issues with housekeeping was on the poolside where there was a lot of equipment stored and accessible to customers.
Response	Operational Management	<p>Changing areas appeared to be very small for the size of the pool and whilst adequate for my visit they would struggle to cope with the 100/ 200 per hour that the lifeguard told me they get in the summer.</p> <p>There were no group changing or separate specific dry-side changing rooms.</p> <p>The number of lockers available for use appeared inadequate. Out of the main bank of 30 in the changing area I used, only 15 worked correctly. Five had keys only, no band so impossible to use as you could not safely store the key whilst swimming (see photo), and 10 were locked despite only me being in the pool!</p>
Response	Operational Management	There was inevitably a build-up of dirt/ limescale in many areas of the wet changing areas which appeared to be in need of an in-depth clean or a refurbishment (see photos).
Response	Operational Management	There did not appear to be any dry side equipment or clothing stocked, for example, gym clothing or water bottles.
Response	Operational Management	There was limited secondary spend vending or refreshments available at the facility and indeed the only machine available was broken at the time of the visit!
Response	Operational Management	It was not fully clear how much influence the team had over the programme for larger items of maintenance. For example, the flume was identified as out of action 12 months ago and was now reportedly possibly being fixed/ removed by 2024 Christmas although the team were not able to confirm this. It may be beneficial, to enable staff and customers to be made aware, to clarify with the client a robust timetable for these larger planned items, or even potentially explore other possible funding routes, to ensure the items that the team identify as important are aligned with what the client may deem as urgent.

Response	Operational Management	The business may benefit from a more formalised trend analysis of fault reporting/ reactive maintenance requirements than currently appears to be in place to assess whether cost savings may be generated from the replacement of equipment that failed regularly. Potentially the client ELDC could provide this information for analysis by facility staff during the regular monthly meetings, in addition to the current reporting around the current status of the PPM/ reactive maintenance schedule.
Response	Operational Management	Although evidence was seen that staff were trained on housekeeping/ cleaning responsibilities and that processes are in place which had resulted in a good level of basic cleanliness evidence seen during the assessment visit and Mystery Visit that could suggest that the management team may benefit from reviewing how the high usage areas, particularly the changing rooms and toilets, received a regular in-depth clean/ scrub to remove all of the ingrained grime and scale.
Response	Operational Management	<p>During discussions, it was clear that the reduction in staffing, specifically in the reception area, along with additional responsibilities in other parts of the facility, may have impacted cleanliness levels in the longer term due to less time spent on tasks. Facility management may consider keeping a close eye on this area and assess whether further investment in some areas of the building at certain times may be helpful and/ or investment in things such as in-depth cleans or a refurbishment of high usage areas such as the changing rooms may help keep these standards up.</p> <p>It is apparent that investment into the building has not perhaps happened as anticipated in the last 12 months, for example, the flume or refurbishments/ redecoration. It may be worthwhile for the team to review plans and clarify with the client when these items may be planned to ensure staff/ customers can be made aware which may alleviate some of the apprehension.</p>
Response	Operational Management	Consideration may be given to agreeing to a more formal monitoring process with ELDC with clear targets for PPM completion, provision of required documentation at the site and completion of reactive maintenance items. ELDC categorised repairs either for 24-hour response, within 5 working days or 28 days however it was reported that these weren't updated on the portal sufficiently for the facility to track repairs and inform customers. This may be something that the team discuss with the client.
Response	Operational Management	The team may consider introducing additional specific and clear KPIs around the cleaning programme and its outcomes in particular, which may assist in both ensuring and setting targets for teams over and above the simple "completion of check sheets". This could allow comparisons over time to be assessed and may also prove useful to the setting of staff targets and assessment, thus helping with "buy-in" and better awareness of the importance of these tasks. These could include scoring the internal audits and/ or tracking the number of complaints/ comments around cleanliness within the various feedback routes.
Response	Environmental Management	Unfortunately, the Display Energy Certificate (DEC) displayed in the reception area was only A4 and had expired on 2 May 2019.
Response	Environmental Management	There was no environmental information displayed at the facility, either on a specific board or mentioned anywhere on the site.
Response	Environmental Management	<p>There appeared to be no information on the website regarding how to get to the facility without driving and indeed the only information regarding travel to the site was an explanation of how to park.</p> <p>There was no environmental information displayed in the facility so no information regarding possible bus routes or train stations to allow travel without driving.</p> <p>None of the bike racks were undercover, and as a result, risked saddles getting wet.</p>
Response	Compliance Declaration	The team may consider having a copy of the next-door Theatre's Disabled Lift/ Platform LOLER for their records as technically a member of one of their classes may need to use it to access the room used for fitness classes.
Response	Increasing Participation and Reducing Inactivity	It was not fully clear how or if the team measured the retention of people they had attracted, whether just generally or through a specific intervention. It may be beneficial for the team to devise a way they could track general retention and also, perhaps more helpful for conversations with prospective partners, the length of retention of people who were initially inactive and were attracted to sport/ physical activity through a target intervention/ programme.
Response	Managing the Team	Consideration could be given to minuting all meetings to ensure that staff unable to attend could be informed, action could be tracked and there was a record of what was discussed/ agreed upon.
Response	Managing the Team	The process in place to track sickness and absence did appear to be fairly rigid in its approach and during discussions with the team, it was apparent that it was seen as something to follow to ensure staff were "managed" during sickness/ absence rather than necessarily any particular exploration behind reasons for absence. It may be beneficial for those responsible for delivering the process to receive some training in exploring the reasons for absence and how the well-being of staff may be improved by fully understanding why absences sometimes occur, especially recurring ones.
Response	Planning to Improve	The team may consider utilising the SIP a little more comprehensively, perhaps by adding some of the specific actions outlined in the Magna Vitae Business Plan (MVBP) for the facility at the start of the year, adding items from documents such as the environmental plan/ policy and even capturing agreed actions that may arise during the year from sources such as maintenance issues, customer feedback or partner engagements. At present, the document appeared to just simply capture actions from various internal and external audits but there was the potential for the SIP to become the facility's "working" document, with which they could manage the progress of their continuous improvement efforts through the whole operation.
Response	Environmental Management	<p>The current organisational environmental policy was last dated as being developed in August 2021 and staff reported they thought it was currently being reviewed. It may be beneficial for the facility/ organisation to review this area of work at least annually and when reviews are happening to ensure that all staff are fully aware and involved in the process.</p> <p>Action plans produced from previous policies/ audits had not yet been translated to a facility level and were currently still only developed at an organisational level. It may be beneficial, to bed this focus into the facility/ facility teams, to ensure actions were incorporated into the facility's own SIP to ensure awareness and buy-in, as well as the tracking of actions being completed.</p>
Response	Environmental Management	<p>Environmental training could be disseminated as soon as possible to all staff to ensure there was a buy-in from the whole team to the processes and procedures being put in place. This would start to embed the focus on this area into the team who generally were going to be the ones to deliver the actions required at a site level.</p> <p>Unfortunately, the DEC displayed at the facility was well out of date. During the visit the Operations Manager received an email stating that a newer one was available that was also out of date, expiring in May 2023. This didn't suggest a particularly robust approach to environmental management. It may be advisable for the team/ organisation to ensure that the legal requirements of this area of work are being satisfied alongside the aspirational items within the plans/ policies.</p>
Response	Environmental Management	<p>The team may consider how often and how they access utility readings for the facility, and perhaps even devise a way that they can begin to record them themselves. This will enable them to ensure they can review changes more than just monthly, enable them to track through usage, rather than just financially, the effects of their work and respond quickly to any anomalies that may arise.</p> <p>It may be good practice to introduce an occasional external environment audit, to back up the internal audits, and thus obtain an additional independent assessment of progress.</p>
Response	Environmental Management	Steps had been made in reducing the environmental impact of the facility and management may now benefit from looking at how the direct impact of these efforts is shown. The introduction of additional measures and feedback methods may be useful to help them do this. These could include measuring the reduction in trade waste, any increase in the percentage of waste that was being recycled, measuring improvements to the customer experience following specific environmental projects, inviting customers to be actively involved/ consulted on initiatives, tracking attendance at staff environmental training, levels of chemical usage in the facility and measuring actual utility usage as well as financial outcomes. This will allow the team to have a more robust rounded view of the success of their environmental aims and objectives going forward.
Response	Environmental Management	Although there were some recycling bins in the facility they were not particularly well marked or even that high profile and as a result, it was hard to distinguish easily what was a recycling bin and what was a normal bin when I was looking to throw a piece of paper away.
Response	Safeguarding	The management team may consider making the Incident Response flowchart available in the staff room and in the main office to highlight to staff the process and the need to be vigilant around the issue.
Response	Planning to Improve	The management team may consider how they update customers more about business planning and progress. This could be through the reinstatement of the "coffee and natter" meet the manager's sessions or by using a section of the planned customer newsletter.
Response	Planning to Improve	Although structural refurbishment, such as the removal of the flume, and/ or decorative improvement plans were mentioned as planned it appeared that the budgets were not necessarily in place and the team were a little at the mercy of the client in some respects. Given the age of the facility and some of the understandable issues that this was starting to cause regarding areas looking "tired" and requiring a refresh, the team may consider a fuller review of how this could be funded going forward as it feels like one of the major risks to the site.
Response	Planning to Improve	The current evidence of what the facility was doing to make a difference was currently very quantitative and internal looking. It may benefit the facility/ organisation to add in a few more outward-looking measures to help show how they are making a tangible difference in improvements to sport and physical

		activity in the area. This could include perhaps tracking the Active Lives data for the locality and regularly monitoring general usage for specific demographics or targeted groups to ensure all the aims/ objectives stated in the business plan are being met.
Response	Safeguarding	<p>It was not fully clear whether during the review of processes and procedures facility users, parents, carers and young people were included. It may be beneficial to review whether there is an opportunity to include these groups going forward in some capacity.</p> <p>It was not clear what partner engagement was carried out in the reviews of safeguarding processes. The team/ organisation may consider outlining, and ensuring all staff are aware of, how the review process occurs and whether the reviews undertaken take into account the views of other agencies, for example, social services and the police.</p>
Response	Safeguarding	Currently, it was not clear if there were any specific quantitative safeguarding KPIs against which the organisation/ facility performance measured itself. This is perhaps something that may be considered to ensure progress can be tracked, for example through percentage attendance at training targets or by tracking incidents. As all reports were uploaded to the STITCH platform it may be worth the team investigating how they may make use of this resource to help them do this.
Response	Safeguarding	When setting targets it may be useful to bear in mind an increased focus in this area, particularly when delivering increased staff training and information, may cause an increase in "reports". It may therefore be useful to consider setting up a scale for incident reports, from Level 1 (a report not progressed/ substantiated) to Level 4 (a report which had to be escalated to police/ outside agency involvement). In this way, both the overall numbers and the seriousness of incidents can be tracked to show the success or otherwise of the policies/ procedures introduced.
Response	Pool Water Management	The last LZVTs were carried out over 12 months ago and although plans were in place to re-introduce them this is something that the team may look to do as soon as possible.
Response	Pool Water Management	It may be beneficial to review the storage of the additional carboys in the portable bunds in the plant room and communicate to staff the exact number that should be stored safely in each one. There were some instances of "stacking" (see photo) which it appeared took the total above the required threshold. Signage on each bund, stating how many units can be safely stored, may be helpful.
Response	Pool Water Management	It was not fully clear how improvements to the indoor plant room were being planned and budgeted for and this is an area that the team may consider, perhaps by investing in a pool plant survey for the area, to understand how long the equipment may remain effectively operational, and the costs of replacement that may be required in the coming years.
Response	Pool Water Management	There were quite a lot of chemicals stored in the plant room, some in overfilled temporary bunds, and it may be beneficial for the team to introduce a better stock control system for the pool chemicals, including a regular stock check, to enable levels to be managed more appropriately to mitigate any risks this could pose.
Response	Pool Water Management	The organisation may consider more regular internal audits of processes, check sheet completion and record keeping for areas such as staff training, which was then able to include the pool water management area of the business.
Response	Pool Water Management	There was limited evidence available to show impact in this area and facility management may benefit from developing a wider range of KPIs/ objectives if this area is a focus for the business. These could include more robust records of chemical savings, trends noticed in the reduction in maintenance of plant, reductions in accidents/ incidents in the area, increasingly good microbiologic results and recorded compliments increasing/ complaints reducing regarding the environment/ water quality. This may then enable a robust picture of the facility's performance in this area to be evidenced.
Response	Increasing Participation and Reducing Inactivity	The organisation's plans and aspirations were very comprehensive and covered a range of targeted groups such as the inactive, however, it does feel like it is primarily influenced by the client East Lindsey District Council and its high-level strategic partners. It may be beneficial to begin to explore whether there are additional stakeholders in the locality, perhaps those in the voluntary sector, who also work to help increase physical activity and who could also be engaged to help develop plans, in particular, identifying target groups of the most inactive.
Response	Increasing Participation and Reducing Inactivity	<p>The team could consider extending the occasional post-programme surveys to all programmes and interventions to ensure they have as much information as possible to inform their reviews and enable as many users as possible to be able to offer feedback.</p> <p>External survey data, for example, National Benchmarking Survey/ APSE data, and best practices identified through research and case studies from for example, Sport England, ukactive and CIMPSA, plus other key players in the industry could be used as part of the review process to set new targets/ objectives.</p>
Response	Fitness Suites (inc. Group Exercise)	The team could consider more non-user research, to identify any barriers to using the facility and any gaps in the offer, particularly for some of the targeted and underrepresented groups such as ethnic minorities and the disabled.
Response	Fitness Suites (inc. Group Exercise)	There was no dedicated space for studio space and currently, the team were using a space within the next-door theatre for fitness classes. There were constraints to this over access and availability, location from the actual main facility and signage. It may be beneficial for the team to consider how they can improve this part of the business.
Response	Fitness Suites (inc. Group Exercise)	Meetings with fitness class staff were very ad hoc and perhaps more thought could be given to how to communicate more regularly with this group and ensure they were well versed in all areas of the business and the values/ standards of the organisation.
Response	Fitness Suites (inc. Group Exercise)	It may be beneficial for there to be more proactive and regular customer feedback sought, even perhaps a specific user group formed, in order to constantly understand how customers were feeling about changes, how satisfied they were generally and to obtain information with which to inform improvements.
Response	Fitness Suites (inc. Group Exercise)	Given the many targeted programmes the organisation ran through their gyms/ memberships, it may be beneficial to begin reviewing performance through usage and membership from these targeted groups and different sectors of the community. This could also potentially help increase work with the health sector, and other partners if more specific feedback was available around targeted groups.
Response	Fitness Suites (inc. Group Exercise)	The team could consider employing partners/ stakeholders to carry out mystery visits of the fitness suite and classes to ensure they are accessible for all and are being delivered at a high level. This may be particularly important for disabled customers in the fitness suite, so developing a relationship with a local group representing this sector of the community to provide feedback may be helpful.
Response	Increasing Participation and Reducing Inactivity	<p>It appeared that limited evidence was currently being produced to show the impact of the work the team are doing, which was a shame as there were many excellent programmes and schemes being delivered. It may be beneficial for the team/ organisation to review how they are going to evidence these areas of work, both for their benefit and also, perhaps more importantly, to be able to make the case to potential partners/ funders for more long-term funding of the programmes they are delivering so well.</p> <p>The team may consider talking to a range of partners to develop data that they could use to show the difference they were making in specific areas to targeted groups, for example, by better interrogation of the Sport England Active Lives data and by obtaining public health data around community health levels.</p> <p>The team could consider promoting more widely the excellent case studies they had gathered, and perhaps gathering these for all programmes, to ensure they have as much powerful testimony as they can around the differences they have made to people's lives in the local population.</p>
Response	Customer Journey	Although it was good to get an immediate answer from the social media contact route it was disappointing that this appeared to be an automated answer initially and only directed you to other sources to get your information or required you to send a further email to be answered.
Response	Customer Journey	The message stating you should only hold for an "urgent" query was a little off-putting and made you feel like you shouldn't hold to speak to someone, which could be an issue if you aren't able to access information any other way.