

SOUTH HOLLAND DISTRICT COUNCIL

Report of: Rob Walker, Executive Director Place

To: Performance Monitoring Panel – 16 May 2017

(Author: Emily Holmes Communities Manager)

Subject: Swimming Pool and Leisure Facilities Contract Task Group – update on progress of recommendations

Purpose: To provide Members with an update on the recommendations

Recommendation(s):

- 1) That the content of the report be noted
- 2) That further updates are provided to the Performance Monitoring Panel on an annual basis

1.0 BACKGROUND

- 1.1 In November 2016, the recommendations from the Final Report of the Swimming Pool and Leisure Facilities Contract Task Group were approved by the Cabinet. On 7 February 2017 an update on the six recommendations was given to the Performance Monitoring Panel with a report progress thus far.
- 1.2 The Panel discussed outstanding areas of local concern, namely cleanliness and maintenance and considered the importance of using the contract sanctions available where necessary. An update was requested for the May 2017 meeting of the Panel.
- 1.3 In addition to the progress updates already provided, there have been a number of areas of progress further progress as set out below.
- 1.4 A schedule of additional site visits has been created and weekly monitoring inspections are taking place across the 'site'. These are detailed with a strong focus on cleanliness and maintenance. Any identified areas of concern are addressed immediately and followed up with the contractor to check that any requisite action has been completed. Inspection records are stored centrally and assessed for recurring issues which may warrant further action or contractual sanction.
- 1.5 An internal audit was undertaken in March 2017 to assess contract management arrangements. The audit recognised the new measures put in place, including the introduction of a more proactive and detailed approach to monitoring, the production of written guidance for site inspections and that default templates are available should they be required. The audit suggested that a contract monitoring manual be developed to collate the information, assist with managing the contract and have clear guidance in place to assist in the event of cover being needed for contract monitoring. This manual is now being prepared.
- 1.6 Since the meeting of the Performance Monitoring Panel in February 2107, five Improvement Required Notices have been issued. Issues that needed to be resolved included perished rubber seals, tiles that needed replacing, signage improvements, un-

stocked consumables, litter and cleanliness issues in some areas, A written response was received from the contractor to address the areas of concern and at a subsequent re-inspection [within seven days], the remedial action was recorded and determined to be effective.

- 1.7 Monthly contract meetings take place which review significant areas across the contract: including; health and safety, customer feedback, quality management, programme delivery and development, staffing, training, safeguarding, performance and corrective action. This is a further opportunity for additional site checks.
- 1.8 A number of improvements have been implemented by the contractor since February 2017. These include;
- The appointment of a dedicated cleaner for peak times at the pool;
 - Additional support from a Central Property Team and Regional Director to implement remedial maintenance work;
 - Completion of the ladies change floor replacement on 2 Feb 2017;
 - Completion of the male change floor refurbishment on 13 March 2017;
 - Work scheduled for the school change to start on 30 May 2017 and be completed during the school holidays;
 - A specialist floor to ceiling deep clean will be undertaken ready for the Summer season;
 - New cleaning chemicals have been introduced across the facilities;
 - A detailed maintenance log is now in place;
 - Staff have been re-trained in key areas and where identified issues are dated, these can be tracked back to be addressed with staff;
 - A staff restructure was undertaken at the pool to review resources and additional positions have been created to cover peak time and to oversee improved daily operations at the site.
- 1.9 Feedback continues to be important to measure the impact of changes made. The feedback and comments log is reviewed on a fortnightly basis and as a snapshot, between 27 February and 24 April 2017 there were 16 positive comments regarding cleanliness and maintenance and 5 negative. The negative issues were rectified quickly. Examples included a customer who reported an issue with un-stocked consumables in the changing room, this was replenished immediately, the following week the same customer left positive feedback that this being fully stocked and cleanliness was improved. An incident of mud on the floor was reported and this was addressed immediately by the cleaner on site working through the changing areas. Positive comments surrounded the new flooring and the cleanliness being maintained and the pool temperature being comfortable. There has been positive recognition of the impact of the additional cleaning via social media and resident communication direct to the Council.
- 1.10 Customer feedback is valuable and the variety of ways of getting in touch will be further promoted. In addition, officers and contractor will continue to develop ways to provide feedback and customer engagement.
- 1.11 Over the coming months, there will be further work on improvements across the contract including the implementation of the audit recommendation for the contract procedure manual, opportunities to meet with regular hirers and users of the facilities and to development of the activity and offer within the facility.

- 1.12 There have been no recent press enquiries or social media activity regarding shortfalls in service provision or standards that would be addressed the management of the contract.
- 1.13 Since the last update in February the contract management arrangements have been strengthened. There is a robust monitoring process in place and clear audit trails. Improvement Required Notices have been served for the first time and the contract has been proactively managed to improve the service. Results have been positive so far but it is recognised that there is more work to do and further improvements to be made. The new contract monitoring measures will continue and there will be an increase focus on performance monitoring of the contract and service provided.

2.0 **OPTIONS**

- 2.1 Do nothing.
- 2.2 Note the contents of the report.

3.0 **REASONS FOR RECOMMENDATION(S)**

- 3.1 It is recommended that the contents of this report are noted and that members of the Performance Monitoring Panel have assurance that the management of the leisure contract has been strengthened and that we are starting to see improvement in the quality of service provided.

4.0 **EXPECTED BENEFITS**

- 4.1 The measures put in place following the Task Group will;
- Lead to an increase in customer satisfaction, a decrease in complaints and concerns raised and an improvement in service standards.
- Improve evidencing and performance management of the contract with effective reporting.

5.0 **IMPLICATIONS**

5.1 **Contracts**

- 5.1.1 Contract Management procedures have been clarified and improved working practices implemented. Sanctions on the contract have been and will continue to be used robustly where necessary.
- 5.1.2 The Contract Management Manual recommended through the audit process will be developed to further support the monitoring and performance managing of this contract.

5.2 **Corporate Priorities**

- 5.2.1 The provision of a Leisure offer contributes to the Council's Corporate priorities of
- To develop safer, stronger, healthier and more independent communities while protecting the most vulnerable
 - To have pride in South Holland by supporting the district and residents to develop and thrive
 - To encourage the local economy to be vibrant with continued growth.

The improved contract monitoring arrangements in place supports the provision of the right services, at the right time and in the right way.

5.3 Crime and Disorder

5.3.1 There are no implications from this report.

5.4 Equality and Diversity / Human Rights

5.4.1 There are no implications from this report.

5.5 Financial

5.5.1 There are no implications from this report.

5.6 Health & Wellbeing

5.6.1 There are no implications from this report.

5.7 Reputation

5.7.1 The service delivered through the Leisure Contract will continue to be robustly monitored, to resolve issues quickly, make necessary improvements and address contract compliance issues with appropriate sanctions. This is important for both the reputation of the Council and the contractor and there is commitment from both organisations to maintain the improvements made to date and continue to make progress.

5.8 Risk Management

5.8.1 The centres are well used and at peak times, particularly at the pool, there is heavy traffic through the facility and the changing areas. These peak times are when customer concerns about cleanliness are likely to be raised. To mitigate against this and maintain the appropriate standards, the additional cleaning resources are deployed during these times.

5.8.2 Health and Safety is an area that is monitored through the monthly contract meetings and updated in between meetings when necessary. The contractor's statutory compliance report which documents important checks including; boiler servicing, emergency lighting, air handling, fire alarms, disabled access equipment, water quality and asbestos have been reviewed in the monthly contract meeting and shared with the Council's Health and Safety Advisor. The latest health and safety audits carried out across the contract resulted in 100% at Pool and 99% at the dry side Complex.

5.9 Safeguarding

5.9.1 The Quest Inspection for the Castle Sports Complex undertaken in November 2016 rated the site as 'Good' for the Safeguarding module assessment. All staff have been trained and Safeguarding issues are monitored during the monthly contract meetings.

5.10 Staffing

5.10.1 Additional resources and officer time have been allocated to undertake the weekly unannounced site inspections. A rota and schedule of inspections in place.

5.10.2 Staffing levels for the contractor at the pool were reviewed as part of the improvement work and more resources have been allocated to the swimming pool including an additional Duty Manager post and dedicated cleaner post.

5.11 Stakeholders / Consultation / Timescales

5.11.1 Stakeholder and user feedback is important to help monitor the quality of provision, the comments log is reviewed on a fortnightly basis and

5.11.2 This is an area that will continue to be developed using both digital methods and engagement and scheduled meetings with regular users of the facility.

6.0 WARDS/COMMUNITIES AFFECTED

6.1 Services are provided for all those living, working or visiting the district.

7.0 ACRONYMS

7.1 None.

Background papers:-	Final Report of the Swimming Pool and Leisure Facilities Contract Task Group
	Minutes of the Performance Monitoring Panel

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Key Decision: No

Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:

Appendix A Leisure Centre Task Group Update