

**Appendix 'B' performance management and continuous improvement**

**3 CONTINUOUS IMPROVEMENT**

**Performance Management**

- 3.1 The Contractor shall demonstrate continuous improvement in the delivery of the Services. This will be measured annually utilising data collected from the 1<sup>st</sup> October to the 30<sup>th</sup> September for each financial year of the contract.
- 3.2 The Contractor shall provide evidence of continuous improvement through the development of robust, reliable and accurate systems for data collection, and validity of data quality.
- 3.3 The Contractor shall collect data to measure service quality, effectiveness, economy and efficiency, including equalities data. The Council will inform the Contractor of new Council policy priorities, aims and objectives. New policies and measures to achieve them will be integrated into an annual service plan to be produced by the Contractor no later than the 1<sup>st</sup> September of each year of the Contract.
- 3.4 New targets and performance indicators will be determined through discussion between the Contractor and Council and detailed in the annual service plan. Unless the Council agrees otherwise any new targets or performance indicator changes will not be introduced as a variation under the contract.
- 3.5 The Contractor will produce annual service plans for each facility that include both financial targets, participation targets and targets in relation to the key aims and objectives within the Council's key policy documents relating to the services. These documents may be updated during the contract period.
- 3.6 The first Annual Service Plans will be completed prior to contract commencement. Following year plans will be completed 1 month prior to the new contract year.
- 3.7 The annual service plans will be developed in partnership with the Council and other key stakeholders.
- 3.8 Annual targets will be measured utilising data collected from the 1<sup>st</sup> October to the 30<sup>th</sup> September for each year of the contract.
- 3.9 The Contractor shall provide evidence of continuous improvement through the development of robust, reliable and accurate systems for data collection.

- 3.10 Any new targets and performance indicators will be determined through negotiation between the Contractor and the Council and detailed in the annual service plan.

### **Sport England Benchmarking Service (SENBS)**

- 3.11 The Contractor shall participate in an annual national benchmarking exercise, to compare the performance of East Hertfordshire's leisure centres with other facilities throughout England.
- 3.12 The Contractor shall fully complete all questionnaires relevant to this exercise and supply this data for Sheffield University (or other relevant body) to the Council. The Council will be responsible for the supply of all data to Sheffield University for analysis and initial receipt of the reports.
- 3.13 Targets for continuous improvement shall be agreed jointly by the Contractor and Council, based on the first survey results which will be undertaken at an agreed date in the first year of the contract.
- 3.14 The Contractor will be required to aim for a score which demonstrates that performance is in the upper quartile for each performance indicator. Where this is not met the Contractor should agree an action plan with the Council.
- 3.15 The cost for this service in relation to the charge made by Sport England and associated survey costs will be borne by the Contractor.
- 3.16 Both the Contractor and the Council shall utilise this data to formulate targets and performance indicators for inclusion in the annual service plan.

### **Towards an Excellent Service (TAES)**

- 3.17 The Contractor will proactively assist the Council in its requirements of TAES.

### **Customer Research**

- 3.18 The Contractor shall commission customer satisfaction surveys at each facility. An independent research company on a biennial basis, jointly appointed by the Council and the Contractor, will undertake at least one survey. The cost will be borne by the Contractor.
- 3.19 The Contractor shall ensure responses to questions are scored as follows.

Excellent:	Score	5
Good:	Score	4
Average:	Score	3
Poor	Score	2

Very Poor    Score   1

- 3.20 The Contractor shall ensure that customers are surveyed in proportion to the age, gender and ethnicity and disability of the catchment area for each facility.
- 3.21 The Contractor shall ensure that each survey assesses customer satisfaction of the following areas as a minimum:
- Satisfaction with changing rooms, showers and toilets.
  - Overall building cleanliness and presentation (swimming pool, sports hall, gym etc)
  - Temperature of water
  - Satisfaction with staff
  - Helpfulness of staff
  - Number of staff available to provide assistance
  - Speed of service at reception
  - Security arrangements within the facilities
  - Ease of telephone enquiries and bookings
  - Speed of service in relation to completing repairs
  - Reliability of service
  - Quality of information and publicity
  - Range of activities offered at the facilities
  - Value for money
  - Overall satisfaction with the facilities

The Contractor shall present the results of all of the surveys on notice boards at each facility. The results should be displayed in a bar chart or alternative graphical format agreed with the Council.

#### **Non–User Research**

- 3.22 The Contractor will be required to co-operate with the Council Representative in formulating and selecting the optimum scale and methodology for conducting non-user research. The cost of this bi-annual exercise will be borne equally between the Council and Contractor. The Contractor should allow a sum of £5,000 for this exercise.

#### **Reporting Requirements**

- 3.23 The Contractor shall provide relevant data for each year of the Contract to include all relevant national and local performance indicators, which as a minimum will cover the following:
- Total usage for each activity area
  - Total number of swims (including school usage, club usage and learn to swim courses) and all other visits
  - Net cost/subsidy per visit.

- Breakdown of leisure card / membership users (by postcode, gender, age, ethnicity, disability)
- Energy usage, (consumption)
- Number and type of accidents
- User complaints and compliments
- Maintenance defects reported and actioned
- Workforce monitoring including equalities

3.24 These will be reported in the annual service plans for each facility shown in **Table 1** below.

3.25 In respect of monthly reporting requirements, the Contractor shall supply the data for the previous month to the Council on a monthly basis no later than the 10<sup>th</sup> day of each month. Any costs relating to amendments to the Audit Commission requirements shall be borne by the Contractor.

3.26 The reporting requirements of the Contractor are detailed as a minimum in below:

<b>Annual</b>	<b>Quarterly</b>
Service plans for each facility	Income & expenditure actuals v projections
Marketing plans	Usage by target group actuals v projections
Maintenance plans	Service plan update
Environmental plans	Marketing and programming update
Sports development plans	Maintenance plan update
Pricing structure and programming strategy	Environmental plan update
Income & expenditure actuals from previous year and projections for following year	Sports development update
Customer research and feedback analysis and actions	Usage by target group actuals v projections
	Customer research and feedback analysis and actions

3.27 Annual plans are to be produced prior to contract commencement in Year 1 and 1 month prior to the following year throughout the rest of the contract. Income and expenditure actuals that are to be produced

with certified accounts according to Contract Condition **33** and are to be provided 1 month after year end.

3.28 Quarterly reports are to be produced within 1 month of the quarter end.

3.29 Monthly reports are to be produced two weeks after the month end.

### **User Comments and Complaints**

3.30 The Contractor shall comply with the Council's Complaints Procedure (**Schedule 17**).

3.31 The Contractor shall ensure that the user comments and complaints forms and customer suggestion boxes are in a prominent and visible locations at all times at all facilities.

3.32 The Contractor shall respond to all comments and complaints within 10 Working Days from the date of the user's communication.

3.33 The Contractor shall monitor the receipt, response times and quality of the user comment responses. Each comment shall be allocated a unique reference for identification and analysis purposes.

3.34 The Contractor shall provide monthly performance figures for the Council in a format to be agreed with the Council. The Council may vary the statistics required from time to time; the cost of such changes will be the responsibility of the Contractor.

3.35 The Contractor shall keep all completed user comment forms with written responses within the facilities for two years. The Contractor shall permit the Council access to the user comments and complaints records at all times.

3.36 The Contractor shall aim to minimise all causes of complaint at the facilities at all times.

### **Performance Outcomes**

3.37 Most objectives will be measured on a recurring annual basis. The majority of the service effectiveness and economy and efficiency objectives will be measured annually. Other objectives relate to the delivery of capital projects or the achievement of management awards and will have longer timescales.

3.38 The Table below provides for the initial headline targets for the Contractor to achieve. A range of further outputs will be agreed with the incoming Contractor.

Year 1	Implement a new Residents / Leisure Card scheme	All facilities
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Year 1	Completion of Customer Satisfaction survey (2,500 customers) and every 2 years thereafter	All facilities
Year 1	Implement electronic bookings to meet E Government obligations	All facilities
Year 1	Participate in Sport England National Benchmark survey	All leisure centres
Year 1	Achievement of Quest Accreditation and maintain throughout duration of Contract	All leisure centres
Year 2	Increase customer participation by 1% year on year by Council target groups	All leisure centres
Year 2	Achieve overall participation figures in upper quartile for family audit group and maintain throughout duration of Contract	All leisure centres

Outputs will be agreed on an annual basis thereafter.

### Participation targets

- 3.39 In year 1, the Contractor shall introduce comprehensive methods of accurately measuring participation and compare these levels of participation to the demographic profile of the district. Following this analysis, from year 2 the Contractor will provide programmes and marketing strategies to specifically encourage increased participation in under-represented groups to match the demographic profile.
- 3.40 Overall, the Contractor will have the target of increasing participation by 1% annually. The targets below, in line with Sport England Guidelines, will be agreed on an annual basis, with an ongoing review of progress each quarter. These targets are identified in **Table 2** below.

All leisure centres	Target
<b>Participation</b>	The percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week
<b>Volunteering</b>	The percentage of the population volunteering in sport and active recreation for at least one hour a week
<b>Equity</b>	Representative facility use by - people from the most disadvantaged socio-economic groups - young people aged 11-19yrs - people from black and minority ethnic groups - people aged over 60 yrs Proportion of facility use by disabled people aged under 60yrs

All leisure centres	Target
<b>Choice and opportunity</b>	Percentage of the population that are within 20 minutes travel time (Urban areas – by walk; Rural areas – by car) of a range of three different sports facility types of which one has achieved a quality assured standard