



# **OUTSOURCED SERVICES SCRUTINY PANEL**

**Tuesday, 19th January, 2016**

**7.30 pm**

**Woodside Leisure Centre**

**Publication date: 11 January 2016**

## **CONTACT**

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Ian Smith/Alan Garside in Democracy and Governance on 01923 278376 or by email to [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk) .

Welcome to this meeting. We hope you find these notes useful.

## **ACCESS**

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# COMMITTEE MEMBERSHIP

Councillor K Crout (Chair)

Councillor S Counter (Vice-Chair)

Councillors J Dhindsa, A Joynes, R Martins, S Silver and S Williams

## AGENDA

### PART A - OPEN TO THE PUBLIC

**1. APOLOGIES FOR ABSENCE/ COMMITTEE MEMBERSHIP**

**2. DISCLOSURES OF INTEREST**

**3. MINUTES**

The minutes of the meeting held on 26 November 2015 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

*(All minutes are available on the Council's [website](#).)*

**4. CONTRACT WITH SLM - OPERATION OF THE LEISURE CENTRES** (Pages 5 - 32)

Report of the Corporate, Leisure and Community – Section Head.

**5. UPDATE ON ACTIONS** (Pages 33 - 38)

The Scrutiny Panel is asked to review the updated actions from previous meetings.



## PART A

**Report to:** Outsourced Services Scrutiny Panel  
**Date of meeting:** 19 January 2016  
**Report of:** Corporate, Leisure and Community – Section Head  
**Title:** Scrutiny of the Leisure Centre Management Contract

### 1.0 SUMMARY

- 1.1 Outsourced Services Scrutiny Panel is responsible for reviewing those services outsourced by Watford Borough Council, which includes the contract with SLM – Everyone Active for the leisure facilities.
- 1.2 Following the Scrutiny Panel’s visit to Watford Woodside Leisure Centre before the meeting, Members will have an opportunity to pose questions to representatives from SLM – Everyone Active and the Council’s Contract Management Team.
- 1.3 The attached appendices set out the following information that provide the Scrutiny Panel with background information to support the scrutiny of the contract –
- Information about the contract
  - Latest performance measure results
  - Overview of the workforce, hours of operation and sports clubs using the leisure facilities
  - Copy of the customer comments and complaints procedure

### 2.0 RECOMMENDATIONS

- 2.1 To review the progress of the contract and consider whether any further action is required.

**Contact Officer:**

For further information on this report please contact: Chris Fennell, Corporate, Leisure and Community – Section Head  
telephone extension: 8317 email: [chris.fennell@watford.gov.uk](mailto:chris.fennell@watford.gov.uk)

**Report approved by:** Lesley Palumbo Head of Corporate Strategy and Client Services

## Appendices

- Appendix 1 – Background information on the Leisure Centre Management Contract
- Appendix 2 – Performance Indicators for Quarter 1 & 2 - 2015/16
- Appendix 3 and 3a – Overview of workforce, hours of operation and clubs using the facilities
- Appendix 4 - Customer comments and complaints procedure
- Appendix 5 – Overview of both sites v2 (2)

## Leisure Centre Contract

### Leisure Centres

In June 2008 WBC awarded a 10 year leisure centre management contract (LCMC) to Sports and Leisure Management (SLM) to operate Watford Central and Woodside Leisure Centres. The current LCMC expires 6 June 2018.

SLM was established in 1987 and is the longest established leisure contractor in the UK. SLM's consumer brand is 'Everyone Active', the company operates over 113 leisure and cultural facilities across the UK in partnership with 37 different local authorities.

Their vision is to be everyone's first choice for activity and aim to encourage residents and customers to participate in 30 minutes of moderate physical activity, five times a week. They strive to provide safe, secure, clean, well maintained facilities that are accessible and inclusive for all.

In 2007 the council invested £24m to build a new leisure centre (Central) and refurbish and extend the provision at the existing facility (Woodside). Under the LCMC the council receives a positive management fee from SLM to operate the two facilities. There is also a profit share arrangement which is reviewed on an annual basis.

### Total Attendance

Leisure Centre	2013-2014	2014-2015
Central	309,423	504,608
* Watford residents	*238,255	*252,521
Woodside	779,903	748,009
* Watford residents	*131,783	*119,384

### Membership Data

Leisure Centre	2013-2014	2014-2015
Central	13,403	16,951
Woodside	19,653	27,179



### Awards and External Quality Assessments





- Quest, the UK Quality Scheme for Sport and Leisure industry. Quest is a tool for continuous improvement, designed primarily for the management of leisure facilities and sports development. Both facilities have obtained the Quest accreditation for leisure facilities, Watford Woodside is currently rated as 'Excellent' and Watford Central is rated as 'Good'.
- SLM have also achieved Investors In People and Energy Management ISO 14001 accreditation.
- SLM has won numerous awards in recent years, including being the first leisure operator to win UK Active Flame 'Operator of the Year' for three consecutive years (2011-13).











**Leisure KPI's Qtr 1  
2015-2016**



Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	  % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
	<b>LEISURE AND COMMUNITY - SLM</b>								
	<b>Watford Leisure Centres – WOODSIDE</b>								
LC1	Watford Leisure Centres – WOODSIDE Number of complaints & Number of compliments:– classified as: <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul> <i>good performance = low number for complaints and high number of compliments</i>	-	-	<b>50</b> complaints  <b>26</b> compliments	48 complaints  26 compliments	-	↓ [32 complaints] [Q1:14/15]  ↓ [28 compliments] [Q1:14/15]	↓ [11 complaints] [Q4:14/15]  ↓ [29 compliments] [Q4:14/15]	<b>Complaints</b> <ul style="list-style-type: none"> <li>▪ 2 policy</li> <li>▪ 31 service delivery</li> <li>▪ 17 customer service</li> </ul> Top 3 complaints <ol style="list-style-type: none"> <li>1. Unhappy that classes are no longer running <i>programme being looked at to ensure SLM is running enough of the correct classes</i></li> <li>2. Cleaning in the changing rooms not very good <i>SLM to ensure cleaning company is working to high standards that regular checks are being done.</i></li> <li>3. Hairdryers are not powerful enough <i>New hairdryers have been put in place</i></li> </ol>

Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	  ! % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
LC2	Watford Leisure Centres – WOODSIDE: Throughput	+5%	+5% (205,924)	<b>202,088</b>	202,088	 [1.9%]	↑ [196,119] [Q1:14/15]	↑ [193,060] [Q4:14/15]	Although throughput has increased since Q1 last year it is not 5% higher as set by the target for the quarter. Target to be reviewed.
LC3	Watford Leisure Centres – WOODSIDE % throughput that are concessions	-	-	<b>37%</b>	N/A	-	↔ [37%] [Q1:14/15]	↔ [37%] [Q4:14/15]	
LC4	Watford Leisure Centres – WOODSIDE – Membership	+5%	+5% (6,802)	<b>7,746</b>	N/A	 [12.2%]	↑ [6,478] [Q1:14/15]	↓ [7,767] [Q4:14/15]	The result is above target for the quarter.
LC5	Watford Leisure Centre – WOODSIDE Number of memberships that meets the council's priority sports development groups: <i>NB: members can belong to more than one group.</i>								
	<ul style="list-style-type: none"> <li>14 to 25 year olds</li> </ul>	-	-	<b>714</b>	-	-	↓ [1,052] [Q1:14/15]	↓ [816 ] [Q4:14/15]	This represents 9.2% of membership. It is below the sports development target of 15%. Client team will be working with SLM to consider ways to improve take up.



Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	  % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
	• BME	-	-	2,618	-	-	↑ [1,870] [Q1:14/15]	↑ [2,585] [Q4:14/15]	This represents 33.8% of memberships. The BME community in Watford was 38% in Census 2011.
	• women and girls	-	-	4,506	-	-	↑ [3,818] [Q1:14/15]	↑ [4,425] [Q4:14/15]	This represents 58.2% of memberships. This is higher than the % of females in the population (just over 50%)
	• 55+	-	-	551	-	-	↑ [497] [Q1:14/15]	↓ [563] [Q4:14/15]	This represents 7.1% of memberships.
	• People with a disability	-	-	15	-	-	↓ [21] [Q1:14/15]	↓ [17] [Q4:14/15]	This represents 0.2% of memberships.
<b>Watford Leisure Centre – CENTRAL</b>									
LC6	Watford Leisure Centre – CENTRAL Number of complaints & Number of compliments:–	-	-	27 complaints  6	86 complaints  38	-	↑ [33]	↓ [22]	<b>Complaints</b> <ul style="list-style-type: none"> <li>▪ 1 policy</li> <li>▪ 11 service delivery</li> <li>▪ 15 customer service</li> </ul>




Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	 % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
	classified as: <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul> <i>good performance = low number for complaints and high number of compliments</i>			compliments	compliments		complaints] [Q1:14/15] ↓ [16 compliments] [Q1:14/15]	complaints] [Q4:14/15] ↑ [5 compliments] [Q4:14/15]	Top 3 areas of complaint: <ol style="list-style-type: none"> <li>1. Hand dryers in wet-side changing rooms.  <i>SLM has set up a new service level agreement for four new hand dryers in the set side toilets</i></li> <li>2. Website not useful / easy to use <i>SLM has fed back to HQ regarding website and changes have been made, Complaints have reduced.</i></li> <li>3. Car park insufficient <i>SLM reported that issues were caused by the barrier being broken. New barrier to be installed.</i></li> </ol>
LC7	Watford Leisure Centres – CENTRAL Throughput	+5%	+5% (108,413)	<b>99,324</b>	99,324	 [8.4%]	↓ [103,251] [Q1:14/15]	↑ [97,425] [Q4:14/15]	

Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	 % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
LC8	Watford Leisure Centres – CENTRAL – % throughput that are concessions	-	-	44%	N/A	-	↑ [41%] [Q1:14/15]	↑ [43%] [Q4:14/15]	
LC9	Watford Leisure Centres – CENTRAL – Membership	+5%	+5% (4,290)	4,551	N/A	 [6.0%]	↑ [4,086] [Q1:14/15]	↑ [4,866] [Q4:14/15]	Good performance for quarter.
LC10	Watford Leisure Centre – CENTRAL Number of memberships that meets the council's priority sports development groups:								
	• 14 to 25 year olds	-	-	534	-	-	↓ [620] [Q1:14/15]	↓ [580] [Q4:14/15]	This represents 11.8% of memberships. It is below the sports development target of 15%. Client team will be working with SLM to consider ways to improve take up.
	• BME	-	-	1,849	-	-	↑ [1,036] [Q1:14/15]	↓ [1,708] [Q4:14/15]	This represents 40.6% of memberships.
	• women and girls	-	-	2,696	-	-	↑ [2,343] [Q1:14/15]	↓ [2,762] [Q4:14/15]	This represents 59.2% of memberships.



Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	  % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
	• 55+	-	-	340	-	-	↑ [329] [Q1:14/15]	↓ [350] [Q4:14/15]	This represents 7.5% of memberships.
	• People with a disability	-	-	14	-	-	↓ [15] [Q1:14/15]	↑ [10] [Q4:14/15]	Client team discussing this measure with SLM to ensure that they are recording it correctly.  This represents 0.3% of memberships.



**Leisure KPI's Qtr 1  
2015-2016**




Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	 % variance	Trend since last year (Q2 2014/15)	Trend since last period (Q1 2015/16)	Comment
<b>LEISURE AND COMMUNITY - SLM</b>									
<b>Watford Leisure Centres – WOODSIDE</b>									
LC1	Watford Leisure Centres – WOODSIDE Number of complaints & Number of compliments:– classified as: <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul> <i>good performance = low number for complaints and high number of compliments</i>	-	-	<b>56</b> complaints  <b>49</b> compliments	104 complaints  75 compliments	-	↓ [19 complaints] [Q2:14/15]  ↑ [17 compliments] [Q1:15/16]	↓ [48 complaints] [Q1:15/16]  ↑ [26 compliments] [Q2:14/15]	<b>Complaints</b>  Top 3 complaints 4. Unhappy that classes are no longer running <i>programme being looked at to ensure SLM is running enough of the correct classes</i> 5. Cleaning in the changing rooms not very good <i>SLM to ensure cleaning company is working to high standards that regular checks are being done.</i> 6. Hairdryers are not powerful enough <i>New hairdryers have been put in place</i>
LC2	Watford Leisure Centres – WOODSIDE: Throughput	+5%	+5% (205,924)	<b>213,863</b>	415,951	 [3.9%]	↑ [192,261] [Q2:14/15]	↑ [202,088] [Q1:15/16]	Increase on last year and last quarter – but Q2 does include the summer holiday period.



Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	  ! % variance	Trend since last year (Q2 2014/15)	Trend since last period (Q1 2015/16)	Comment
LC3	Watford Leisure Centres – WOODSIDE % throughput that are concessions	-	-	34%	N/A	-	↓ [37%] [Q2:14/15]	↓ [36%] [Q1:15/16]	
LC4	Watford Leisure Centres – WOODSIDE – Membership	+5%	+5% (6,802)	8,120	N/A	 [12.2%]	↑ [6,380] [Q2:14/15]	↑ [7,746] [Q1:15/16]	The result is above target for the quarter.
LC5	Watford Leisure Centre – WOODSIDE Throughput that meets the council's priority sports development groups: <i>NB: members can belong to more than one group.</i>	Note: Because of group bookings / hires, it is not always possible to record demographic information for those using the Centre. Figures are a record of those customers who have provided the information.							
	<ul style="list-style-type: none"> <li>14 to 25 year olds</li> </ul>	-	-	2,597  1.2% of TOTAL throughput	-	-	N/A Definition has changed for 2015/16	↑ [2,061] 1.0% of TOTAL throughput [Q1:15/16]	The definition for this indicator has changed from memberships to throughput as membership alone was not measuring the extent of take up of the facilities by identified priority group.  2015/16 will be used as a benchmark for setting a target for future years.





Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	  ! % variance	Trend since last year (Q2 2014/15)	Trend since last period (Q1 2015/16)	Comment
	• BME	-	-	17,313 8.1% of TOTAL throughput	-	-	N/A Definition has changed for 2015/16	↓ [16,159] 8.0% of TOTAL throughput [Q1:15/16]	As above
	• women and girls	-	-	29,485 13.8% of TOTAL throughput	-	-	N/A Definition has changed for 2015/16	↑ [28,413] 14.1% of TOTAL throughput [Q1:15/16]	As above
	• 55+	-	-	3,155 1.5% of TOTAL throughput	-	-	N/A Definition has changed for 2015/16	↑ [2,695] 1.3% of TOTAL throughput [Q1:15/16]	As above.
	• People with a disability	-	-	176 0.1% of TOTAL throughput	-	-	N/A Definition has changed for 2015/16	↑ [153] 0.08% of TOTAL throughput [Q1:15/16]	As above

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	  % variance	Trend since last year (Q2 2014/15)	Trend since last period (Q1 2015/16)	Comment
<b>Watford Leisure Centre – CENTRAL</b>									
LC6	Watford Leisure Centre – CENTRAL Number of complaints & Number of compliments:– classified as: <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul> <i>good performance = low number for complaints and high number of compliments</i>	-	-	<b>33</b> complaints  <b>22</b> compliments	60 complaints  38 compliments	-	↑ [21 complaints] [Q2:14/15]	↑ [27 complaints] [Q1:15/16]	<b>Complaints</b>  Top 3 areas of complaint: <ol style="list-style-type: none"> <li>4. Poolside showers not working. <i>This was resolved within 4 days of the failing. A service agreement has been set up with Jet &amp; Drain for descaling pipes and SLM also has a maintenance agreement for showers with spare sensors to get a quick turn-around</i></li> <li>5. Urinals overflowing <i>This took some time to resolve as SLM was not sure what the issue was. Urinals were unblocked several times but yet still had issues. A camera was put down the drains and urinals and they were descaled</i></li> </ol>

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	 % variance	Trend since last year (Q2 2014/15)	Trend since last period (Q1 2015/16)	Comment
									6. Swimming lesson cancelled at short notice <i>SLM had an instructor call in sick 20 minutes before a lesson. SLM investigated the instructor not following procedure. They have two new qualified instructors who are on Front of House &amp; Gym so we have cover at short notice.</i>
LC7	Watford Leisure Centres – CENTRAL Throughput	+5%	+5% (108,413)	<b>101,644</b>	99,324	 [6.2%]	Not available for Q2 2014/15	↑ [99, 324] [Q1:15/16]	
LC8	Watford Leisure Centres – CENTRAL – % throughput that are concessions	-	-	<b>46%</b>	N/A	-	Not available for Q2 2014/15	↑ [44%] [Q1:15/16]	
LC9	Watford Leisure Centres – CENTRAL – Membership	+5%	+5% (4,290)	<b>4,889</b>	N/A	 [14.0%]	↑ [4,009] [Q2:14/15]	↑ [4,551] [Q1:15/16]	Good performance for quarter.
LC10	Watford Leisure Centre – CENTRAL Throughput that meets the	Note: Because of group bookings / hires, it is not always possible to record demographic information for those using the Centre. Figures are a record of those customers who have provided the information.							

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	  ! % variance	Trend since last year (Q2 2014/15)	Trend since last period (Q1 2015/16)	Comment
	council's priority sports development groups:								
	<ul style="list-style-type: none"> <li>14 to 25 year olds</li> </ul>	-	-	<b>1,852</b>  <b>1.8% of TOTAL throughput</b>	-	-	N/A Definition has changed for 2015/16	↑ [1,437] 1.4% of TOTAL throughput [Q1:15/16]	The definition for this indicator has changed from memberships to throughput as membership alone was not measuring the extent of take up of the facilities by identified priority group.  2015/16 will be used as a benchmark for setting a target for future years.
	<ul style="list-style-type: none"> <li>BME</li> </ul>	-	-	<b>11,622</b>  <b>11.4% of TOTAL throughput</b>	-	-	N/A Definition has changed for 2015/16	↑ [8,606] 8.7% of TOTAL throughput [Q1:15/16]	As above.
	<ul style="list-style-type: none"> <li>women and girls</li> </ul>	-	-	<b>14,961</b>  <b>14.7% of TOTAL throughput</b>	-	-	N/A Definition has changed for 2015/16	↑ [12,325] 12.4% of TOTAL throughput [Q1:15/16]	As above.

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	  ! % variance	Trend since last year (Q2 2014/15)	Trend since last period (Q1 2015/16)	Comment
	<ul style="list-style-type: none"> <li>55+</li> </ul>	-	-	<b>1,533</b>  <b>1.5% of TOTAL throughput</b>	-	-	N/A Definition has changed for 2015/16	↑ [1.322] 1.3% of TOTAL throughput [Q1:15/16]	As above.
	<ul style="list-style-type: none"> <li>People with a disability</li> </ul>	-	-	<b>63</b>  <b>0.06% of TOTAL throughput</b>	-	-	N/A Definition has changed for 2015/16	↑ [25] 0.03% of TOTAL throughput [Q1:15/16]	As above.



## Leisure Centre Overview - Sports Club Database

Name of Club	Sport	Day they use the centre	Time they use the centre	Different Sections (Adult or Junior)	Governing Body/Sport England Accreditation (Club Mark etc)
RAMS BADMINTON ROB DYMOND M.O.D WATFORD SWIM CLUB	BADMINTON. BADMINTON SWIMMING SWIMMING	MONDAY MONDAY MONDAY MONDAY	7-9PM 9-11PM 11-12 NOON 7.30-8.30PM	ADULT ADULT ADULT ADULT	Learn 2 Accreditation
WATFORD GRACIE JUI JITSU	MARTAIL ARTS	MONDAY TUESDAY WEDNESDAY THURSDAY  FRIDAY SATURDAY SUNDAY	5.30-7PM 7-10PM 4.30-6PM AND 8-10PM 5-9PM 6.30-10PM 2-5PM 10.30AM-12 NOON	ADULTS/JUNIOR ADULTS JUNIOR/ADULTS  JUNIOR JUNIOR/ADULT JUNIOR JUNIOR	Martials Arts - TBC
GEORGE FREWIN PARKSTRET DADS RICKY BADMINTON	BADMINTON BADMINTON BADMINTON	TUESDAY TUESDAY TUESDAY	5-6PM 8-9PM 7.30-9PM	ADULT ADULT ADULT	
IMAGINATION TECH C HODGES KAYALAIR DINESH LITTLE GREEN SCHOOL PARKGATE SCHOOL LAURANCE HAINES	BASKETBALL BADMINTON. BADMINTON SWIMMING SWIMMING SWIMMING	WEDNESDAY WEDNESDAY WEDNESDAY WEDNESDAY WEDNESDAY WEDNESDAY	7-8PM 8-10PM 9-10PM 10-10.30AM 10.30-11.00AM 2-2.30PM	ADULT ADULT ADULT JUNIOR. JUNIOR JUNIOR	
HERTS CHEERLEADERS MEGHA BADMINTON MALCOLM PUNTIS SILVER FC M.O.D BECHFIELD SCHOOL HOLYWELL SCHOOL WATFORD SWIM CLUB	CHEERLEADING BADMINTON BADMINTON FOOTBALL SWIMMING SWIMMING SWIMMING SWIMMING	THURSDAY THURSDAY THURSDAY THURSDAY THURSDAY THURSDAY THURSDAY THURSDAY	5.30-7.30PM 7-8PM 8-9PM 9-10PM 11-12NOON 1.30-2PM 2-2.30PM 7-9PM	JUNIOR ADULT ADULT ADULT ADULT JUNIOR JUNIOR JUNIOR/ADULTS	

UNDERWATER CLUB	SWIMMING	THURSDAY	9-10PM	ADULTS	
CHATER SCHOOL BEECHFIELD SCHOOL CENTRAL PRIMARY SCHOOL HOLYROOD SCHOOL WATFOTRD NATURIST CLUB	SWIMMING SWIMMING SWIMMING SWIMMING SWIMMING	FRIDAY FRIDAY FRIDAY FRIDAY FRIDAY	10-11AM 1-1.30PM 1.30-2PM 2-2.30PM 9-10PM	JUNUIOR JUNIOR JUNIIOR JUNIOR ADULT/JUNIOR	
SAJJAD GOVANI FOOTIE BUGS GKR SEA LION SWIM CLUB SEA LION	FOOTBALL FOOTBALL KARATE SWIMMING BADMINTON	SATURDAY SATURDAY SATURDAY SATURDAY SATURDAY	8AM-9AM 9.30AM-12.30PM 10.30-11.30AM 5-6PM 5-6PM	ADULT JUNIOR JUNIOR JUNIOR/ADULTS JUNIOR/ADULTS	
GS TENNIS	SHORT TENNIS	SUNDAY	10.30-12NOON	JUNIORS	

- **Figures correct October 2015**



## Leisure Centre Overview - Sports Club Database

Name of Club	Sport	Day they use the centre	Time they use the centre	Different Sections (Adult or Junior)	Governing Body/Sport England Accreditation (Club Mark etc)
Herons Youth FC U13	Football	Monday	17:30-19:30	Junior	Herts FA
BT Leavesden	Football	Monday	17:30-18:30	Adult	
Kings Langley Eagles U9's	Football	Monday	18:30-19:30	Junior	Herts FA
Sun Sports U9's	Football	Monday	18:30-19:30	Junior	Herts FA
Sue Harland	Football	Monday	18:30-19:30	Adult	
Watford Vets (x 4 pitches)	Football	Monday	20:30-21:30	Adult	
MNFG	Football	Monday	19:30 -20:30	Adult	
Jason Rogers	Football	Monday	19:30-20:30	Adult	
Football Academy UK	Football	Tuesday	17:30-18:30	Junior	Manchester County FA
Kings Langley Sharks FC	Football	Tuesday	18:30-19:30	Junior	Herts FA
Kings Langley Jets U11'S	Football	Tuesday	18:30-19:30	Junior	Herts FA
Watford Youth	Football	Tuesday	18:30-19:30	Junior	Herts FA
Abbots Youth U12'S	Football	Tuesday	18:30-19:30	Junior	Herts Fa
Ben Johnson	Football	Tuesday	19:30-20:30	Adult	
Everett Rovers	Football	Tuesday	19:30-20:30	Junior	Herts FA
Watford Youth (x2 pitches)	Football	Tuesday	19:30-20:30	Junior	

					Herts FA
Powerplay Team sports	Football	Tuesday	20:30-21:30	Adult	Herts FA
Kings Langley Belles	Football	Tuesday	20:30-21:30	Junior	Herts FA
Game On	Football	Wednesday	17:30-18:30	Junior	Herts FA
Abbots Youth U 12's	Football	Wednesday	17:30-19:30	Junior	Herts FA
Everett Rovers U 18'S	Football	Wednesday	18:30-19:30	Adult	Herts FA
DDD Ltd	Football	Wednesday	18:30-19:30	Adult	
Sun Sports U11	Football	Wednesday	18:30-19:30	Junior	Herts FA
Sun sports U 12 Yellow	Football	Wednesday	19:30-20:30	Junior	Herts FA
Sun sports U12 Blue	Football	Wednesday	19:30-20:30	Junior	Herts FA
Everett Rovers U14's Blues	Football	Wednesday	19:30-20:30	Junior	Herts FA
Garston Ladies FC	Football	Wednesday	19:30-20:30	Adult	Herts FA
Herons Youth	Football	Wednesday	20:30-21:30	Junior	Herts FA
Sun Sport U 15	Football	Wednesday	20:30-21:30	Junior	Herts FA
Abbots Youth U13/14 (x2)	Football	Thursday	18:30-19:30	Junior	Herts FA
Watford Youth (x2)	Football	Thursday	18:30-20:30	Junior	Herts FA
Kings Langley U15 Hawks	Football	Thursday	19:30-20:30	Junior	Herts FA
Kings Langley Kestrals	Football	Thursday	19:30-20:30	Junior	Herts FA
The Compasses	Football	Thursday	20:30-21:30	Adult	
Leverstock Green (x2)	Football	Thursday	20:30-21:30	Adult	Herts FA
Sports Development WBC	Football	Friday	16:30-18:30	Junior	
Kings Langley U 13 (x2)	Football	Friday	17:30-19:30	Junior	Herts FA
Kings Langley U14's	Football	Friday	18:30-19:30	Junior	Herts FA
Kings Langley Falcons	Football	Friday	18:30-19:30	Junior	Herts FA
Sun Postal	Football	Friday	19:30-20:30	Junior	Herts FA
Friday Everett Rovers	Football	Friday	19:30-20:30	Junior	Herts FA
Abbots Youth (x4 pitches)	Football	Saturday	09:00-11:00	Junior	Herts FA
Football Academy FC	Football	Saturday	17:30-18:30	Junior	Manchester County FA
Watford Swimming Club	Swimming	Monday Tuesday Wednesday Wednesday Friday Sunday	06:30-08:00 19:00-21:00 06:30-08:00 18:00-21:00 19:00-20:30 16:00-18:00	Adult and Junior	ASA
Watford Water Polo	Swimming	Wednesday Sunday	21:00-22:15 18:00-20:30	Adult and Junior	ASA
Oaklands College	Swimming	Thursday	11:00-12:00	Adult	

Watford Lau Gar	Martial Art	Monday	20:30-22:00	Adult	UMAI
Shotokan Karate Club	Martial Art	Tuesday	20:45-22:00	Adult and junior	SKKIF
Leon Taekwondo	Martial art	Wednesday Saturday	17:00-18:00 11:30-12:30	Adult and Junior	B Taekwondo
UK Tang Soo Do	Martial Art	Wednesday Sunday	19:30-21:00 15:30-18:00 or 15:30-17:00	Adult and Junior	Sport England
Popdance Tots	Dancing	Friday	10:15-10:45	Junior	
Popdance	Dancing	Friday	11:00-12:00	Junior	
Jacqueline Harman School of Ballet	Dancing	Friday	16:15-18:30	Junior	
Shotokan Academy JKA	Martial Art	Saturday Sunday	17:30-18:30 11:00-12:00	Adult and Junior	Karate Federation
Partners In Support	Trampoline	Monday Monday	11:00-11:30 12:30-13:00	Adult Adult	
Ian Fincham	Trampoline	Monday	11:30-12:00	Adult	
Esther Sperry	Trampoline	Monday	13:00-13:30	Adult	
Central Badminton Club	Badminton	Monday	18:30-19:30	Adult	
Bob Gattleson Badminton Club	Badminton	Monday	18:30-19:30	Adult	
Nathan Stevens Club	Badminton	Monday	19:30-20:30	Adult	
Srirathani Pakeerathen Club	Badminton	Monday	20:00-22:00	Adult	
Steve Leadbetter	Badminton	Monday Wednesday	20:30-21:30 20:30-21:30	Adult	
Bushey Ramblers	Football	Monday	21:00-22:00	Adult	
Cunningham Badminton	badminton	Tuesday	20:00-21:00	Adult	
Kings Langley Squash Club	Squash	Tuesday	20:00-20:45	Adult	
Kirsty Netball club	Netball	Tuesday	21:00-22:00	Adult	
Escolla Futsal	Football	Wednesday	17:00-20:00	Junior	FA
Saracens	Cheerleading	Thursday Friday	18:00-20:00 19:00-21:00	Adults and Junior	Dance Federation
Late Badminton Club	Badminton	Thursday	20:00-21:00	Adult	
Sally's Skates	Roller skating	Saturday	16:00-18:30	Junior	FARS
Watford Harriers	Indoor Athletics	Sunday	10:30-11:30	Junior	UK Athletics
Footie Bugs	Football	Sunday	09:30-11:30	Junior	FA
Aspire Powerchair	Football in wheelchairs	Sunday	15:00-17:00	Junior	WFA
Hatch End Cricket Club	Cricket	Sunday	17:00-18:00	Adult	
Watford School of Karate	Martial Art	Sunday	17:00-19:15	Adult and Junior	English Karate Governing Body
Watford Harriers	Running Club Track & Field Track & Field Public Training	Monday Tuesday Thursday Sunday	19:00-20:00 18:45-20:00 18:45-20:00 10:30-11:30	Adult (Ladies session) Adult and Junior Adult and Junior Junior	UK Athletics



## **SLM – Complaints procedure**

### **Complaint resolution and management**

THIS IS AN INTERNAL STANDARD AND WILL NOT BE SHARED WITH THE CUSTOMER.

All customer comments and complaints should always be dealt with using the escalation procedure and flowchart.

The following is offered to assist the process of resolution.

#### **Complaint management**

Complaints should be dealt with immediately by the colleague receiving the complaint but if not possible should be put in writing and addressed to the appropriate person (see flowchart).

#### **Stage 1**

The initial written complaint will be acknowledged and responded to within 10 working days.

#### **Stage 2**

If the complainant is not satisfied with the responses after using the three points of contact at SLM and the matter remains in dispute the Contract Manager will view both the complaint and response, communicating directly with the complainant to resolve the issue. This response should be delivered 10 working days after the complainant has registered their dissatisfaction with the Contract Manager.

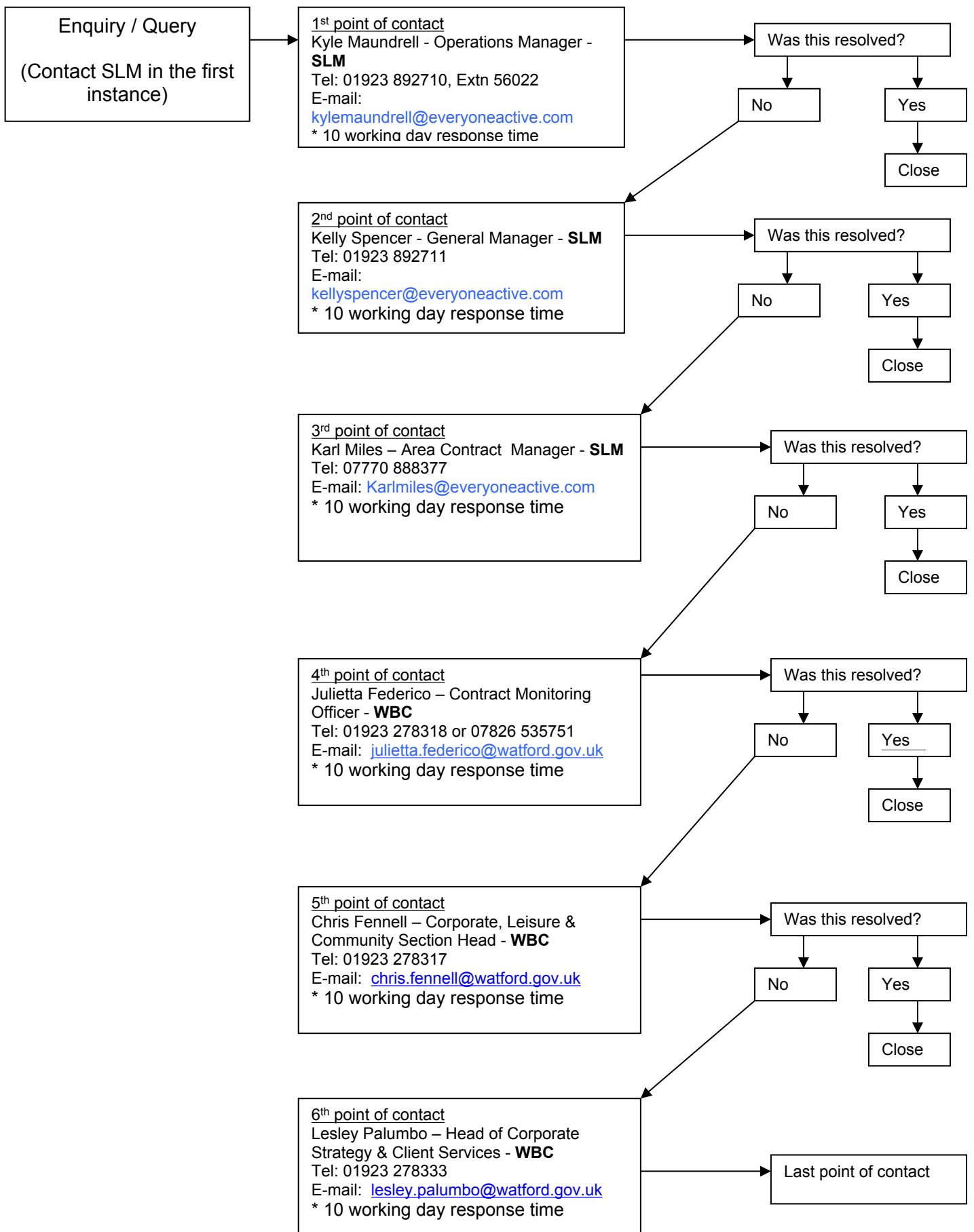
#### **Appeal**

If the complainant is still dissatisfied with the response of the Contract Manager, this can be escalated to the Corporate, Leisure & Community Client Section Head, and the final escalation stage will be the Councils Head of Service for Leisure & Community. (see flowchart)

#### **Responsibilities**

It is the responsibility of the Area Manager, Contract Manager and Corporate, Leisure & Community Client Section Head to ensure this standard is achieved.

## **Complaints Procedure Flowchart - Watford Leisure Centre CENTRAL, WOODSIDE & WOODSIDE STADIUM**



## Leisure Centre Overview

Subject Area		Central	Woodside	Total
<b>Workforce</b>	• No. of full-time staff	20	27	47
	• No. of part-time staff	107	224	331
	• No. of apprentice	5	2	7
	• No. of self-employed	26	56	82
	• No. of volunteers	1	0	1
	<b>Total work force</b>			<b>468</b>
	• No. of male staff	51	105	156
	• No. female staff	103	209	312
	• No. of staff that are who are WBC residents	64	99	163
	• No. of staff aged under 25 years	20	27	47
• No. of staff aged over 65 years ( we only report up to 55 )	15	56	71	
<b>Activity Programme</b>	• Total number of hours the leisure centre are open each week	101.5	105.25	206.75
	• Total number of general swim hours per week	62	85.5	147.5
	• Total number of learn to swim hours each week	30.5	156.5	187
	• Total number of pool based sports clubs hours each week i.e. swim club	8	15.25	23.25
	• Total number of school swimming each week	15	12	27
	• No. of schools/colleges using the leisure centre	9	15	24
	• No. of group exercise classes each week	62	90	152
	• No. of sports club using the facility	21	77	98
	• No. of disability sports clubs/sessions	1	6	7
	• No. of target group sessions .i.e. female only swim sessions	1	21	22
<b>Membership</b>	• No. of gym members			
	○ Adult	925	2807	3,732
	○ Junior	45	113	158
	○ Senior	232	352	584
	○ Concession	224	618	842
	• No. of swim members			
	○ Adult	53	90	143
	○ Junior	22	1998	2,020
	○ Senior	17	5	22
	○ Concession	8	31	39
• Learn to swim scheme				
○ Adult	86	87	173	
○ Junior	1462	2008	3,470	

• *Figures correct October 2015*





## Outsourced Services Scrutiny Panel: Outstanding Actions and Questions

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
<b>SLM</b>				
SLM 21	To investigate staffing levels against SLM's service level agreement and method statements	Partnerships and Performance Section Head	10/9/15	This was raised at the October client meeting with SLM; with a response available for the January 2016 meeting at the Woodside Leisure Centre, when Everyone Active will be present.
SLM 22	To add a new KPI to measure staff turnover levels at both leisure centres.	Partnerships and Performance Section Head  Corporate Leisure and Community Client Section Head	10/9/15	This was raised at the October client meeting with SLM; with a response available for the January 2016 meeting at the Woodside Leisure Centre, when Everyone Active will be present.

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
<b>Performance Report</b>				
PR43	To investigate the number of bins that could be used in houses under multiple occupation.	Partnerships and Performance Section Head	26/11/15	We aim to provide adequate provision for any HMO which will involve a site visit to assess number of households and available storage for bins. Default position would be 140 litre capacity residual and 240 litre recycling for individual dwellings and may come in the shape of a larger bin i.e. Euro1100 litre depending on the number of dwellings
PR44	To investigate whether bin collections could take place in quieter areas during high volume traffic times or whether they could take place earlier in the morning.	Partnerships and Performance Section Head	26/11/15	Round optimisation is an important factor in the delivery of waste and recycling collection as it is important that the routes taken are efficient and make best use of the time available for collection. Issues such as avoiding roads with high volumes of traffic are taken into account as part of the scheduling but in some cases cannot be avoided in order to ensure collections are achieved on time.
PR45	To investigate with the Environmental Services Client Manager Parks and Streets whether further complaints about pitch marking had been received.	Partnerships and Performance Section Head	26/11/15	There have not been a significant number of complaints regarding pitch marking. The Client Manager was aware of the incident raised by the member and was confident Veolia had dealt with it effectively.

Action to be carried out		Responsibility	Committee Date	Deadline for completion	Target/comments
PR46	To find out whether the advertising campaign to help address the issue of fly posting was still ongoing.	Partnerships and Performance Section Head	26/11/15		The 'cancelled' campaign is no longer running. This was about putting 'cancelled' stickers across fly posted events as a deterrent. This was not appropriate for all incidents of fly posting and enforcement is now being pursued for persistent offenders.
PR47	To investigate with Veolia how leaf collection was planned for.	Partnerships and Performance Section Head	26/11/15		Whilst leaf drop cannot be planned for precisely given the nature of the weather, Veolia does have historic data to help with planning for leaf fall and this allows them to develop a schedule for clearing leaves. However, there is flexibility within this to allow for action should leaves fall outside of the schedule. There have been few complaints regarding leaf fall for the autumn 2015 period.
PR48	To raise with SLM why user 'throughput' information was measured at the leisure centres as opposed to 'membership' data.	Partnerships and Performance Section Head	26/11/15		This will be raised as part of a review of indicators for 2016/17.
PR49	To raise the issue of potentially having men and women only gymnasiums with SLM at the next meeting of the OSSP in January 2016.	Committee and Scrutiny Support Officer	26/11/15		To be raised under the SLM contract item at the January meeting.

Action to be carried out		Responsibility	Committee Date	Deadline for completion	Target/comments
PR50	To find out how long it took to resolve complaints regarding the leisure centres and how well the facilities were managed.	Partnerships and Performance Section Head	26/11/15		The service standard is 10 working days (the same as Watford BC) but most are dealt with well within this time.
PR51	To raise the issue of staffing at the leisure centres and the impact on safety with SLM at the next meeting of the OSSP in January 2016.	Committee and Scrutiny Support Officer	26/11/15		To be raised under the SLM contract item at the January meeting.
PR52	To find out what was the definition of 'community hires'.	Partnerships and Performance Section Head	26/11/15		To be circulated at the January meeting.
PR53	To raise the issue of the apparent high level of tribunal appeals lost in relation to parking matters at the February 2016 meeting of the OSSP when the Annual Parking Service Report would be discussed.	Committee and Scrutiny Support Officer	26/11/15		To be raised under the Annual Parking Service contract item at the February meeting.
PR54	To feedback to the ICT Client Section Head that before the new ICT contract was signed off those running it should ask what were the key areas of the user requirement.	Partnerships and Performance Section Head	26/11/15		There is significant work being undertaken to develop the new ICT service for Watford BC and Three Rivers DC. This involves working engaging with users on current issues and on their requirements and aspirations for future delivery. This will help inform options for the service from June 2016.

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
<b>Veolia</b>				
VE23	To invite Veolia to an early meeting of the Panel in the 2016/17 municipal year.	Committee and Scrutiny Support Officer	26/11/15	Invitation will be sent when the work programme for the new municipal year has been prepared.

