

**Committee:** SCRUTINY COMMITTEE 1: COMMUNITY AND HOUSING  
**Date:** 22 JUNE 2004  
**Agenda Item No:** 4  
**Title:** THE WORK OF UTTLESFORD PRIMARY CARE TRUST  
**Author:** Ian Orton (01799) 510402

### **Summary**

- 1 Four representatives from the Uttlesford PCT will attend Scrutiny One Committee to update Members on Star Ratings and National Primary Care Contracting Collaboration.

### **Background**

- 2 Scrutiny One Committee requested presentations from the Uttlesford PCT twice a year to update Members on the work of the Primary Care Trust.
- 3 Adrian Mar Acting Chief Executive, David Barron Chairman, Sallie Mills Lewis Director of Commissioning and Planning and Dale Atkins Associate Director Planning and Partnership will be attending Scrutiny One Committee on 22 September to talk about:

#### *Star Ratings*

#### *National Primary Care Contracting Collaborative*

The presentation will be followed by an opportunity for questions.

RECOMMENDED that Scrutiny One Committee note the presentation from Uttlesford PCT.

**Committee:** SCRUTINY COMMITTEE 1: COMMUNITY AND HOUSING

**Date:** 22 JUNE 2004

**Agenda Item No:** 5

**Title:** WORK PROGRAMME SCRUTINY ONE COMMITTEE 2004/05

**Author:** Ian Orton (01799) 510402

**Summary**

- 1 Scrutiny and Overview Committee considered a report on items to be included in the 2004/05 work programme. It was agreed the Performance Manager in consultation with the Chairman of the Committee would prepare a draft programme for consideration at the next meeting.

**Background**

- 2 To ensure neutrality and flexibility of choice Scrutiny and Overview Committees tend to set their own work programmes. This gives Scrutiny Members the opportunity to pursue the areas within the Council that Members feel need attention.
- 3 The Performance Manager in consultation with the Chairman of the Committee recommends that Scrutiny One Committee consider the following items:

Committee Date	Items for Consideration	Comments
22 September 2004	Role of Members on Outside Bodies Emergency Planning	On the agenda for 22 June 2004 meeting
17 November 2004	Affordable Housing Communications	
19 January 2005	PCT Comparable Costs Services for the Disabled	
16 March 2005	Decent Homes Standard Tourism	

RECOMMENDED that Members agree the above eight themes to be considered during the four remaining meetings of Scrutiny Committee One during 2004/05

**Committee:** SCRUTINY COMMITTEE 1: COMMUNITY AND HOUSING  
**Date:** 22 JUNE 2004  
**Agenda Item No:** 6  
**Title:** ROLE OF MEMBERS ON OUTSIDE BODIES  
**Author:** Ian Orton (01799) 510402

### **Summary**

- 1 Scrutiny One Committee on the 16 June 2004 requested that a questionnaire be sent to all Members to establish how useful are the contacts with outside bodies and how much representing the Council on outside bodies actually costs. Questionnaires were sent out on two occasions and 13 replies were received.

### **Background**

- 2 Scrutiny One Committee on 16 June 2004 considered a request to evaluate the role of Members on outside bodies both in terms of influence and cost. The Committee requested that a questionnaire be sent to all Members to seek views on the value of such involvement. Questionnaires were sent to all Members on 27 July with a follow up on 3 September. There were 13 responses.
- 3 For the municipal year 2004/05 only three Members appear not to represent the Council on any one of the 64 named outside bodies. However the results from the questionnaires have revealed that Members also represent the Council, directly and indirectly on a range of bodies and activities that are not included within the 04/05 Member representation list.
- 4 Membership of these outside bodies is not particularly expensive. Member's attendance allowances at meetings are included within the annual allowance. There are travelling expenses but most outside bodies meet no more than 6 times a year and as most meetings are held within the district the mileage claims to the authority are around £200 per year. There are additional expenses for regional and sub regional meetings but these are not substantial.
- 5 Although only 30% of Members returned the questionnaire there was a lot of consistency among the replies:

### **What Do You Get Out of Meetings of Outside Bodies?**

Consistent theme of Helping People/Finding Out/Vital for Members to be part of the community/Local Knowledge

## **What Does the Outside Body Get From Your Attendance?**

Information about the Council/Answers/ How We Are Performing as a Council

### **Other Comments**

More details about the Outside Bodies before attending/Officer support at some meetings/guidance on how we represent the Council at meetings/details grant allocations and background to any funding issues/Skills audit of Members to match expertise with serving on Outside Bodies – interest in the group is sometimes not enough. Members on each group should present a report once a year on the work of the Outside Body

6 The results of the questionnaire were not really dynamic but they did confirm:

- There is very strong support for community development by Members
- There were no expressions that the Council should not be involved on Outside Bodies
- There should be some Member reporting back on the work of the Outside Body and its contribution to Uttlesford
- There should be a better selection process for representation on Outside Bodies – a skills audit would assist selection

RECOMMENDED that Scrutiny One Committee:

- Note the broad results of the questionnaire
- That a skills audit of Members is carried out to help the selection process for Outside Bodies
- That Members on Outside Bodies produce an annual short report on the work of the relevant Outside Body
- That the Outside Bodies Questionnaire becomes an annual event

**Committee:** Scrutiny 1  
**Date:** 22 September 2004  
**Agenda Item No:** 7  
**Title:** Work Programme: Emergency Planning  
**Author:** Sarah Baker ( 01799 ) 510

## Summary

- 1 Emergency Planning came into being in 1938 through the Civil Defence Corp. At the time the Civil Defence Corp. aim was to raise awareness of air attack in the event of war and through training to arm the civil population with the knowledge and skills to participate in or implement emergency response procedures. At the end of WW2 Civil Defence concerns were directed toward the nuclear threats associated with the "Cold war" and anti terrorist measures to deal with Northern Ireland issues. In the past two decades research and training has moved forwards to encompass "All hazards" associated with peacetime Civil Protection. More recently concerns have centred on Major Catastrophic Disaster, terrorist threat and the mitigation of threats, disaster recovery and business continuity.

## Background

- 2 The work of Emergency Planning Departments today revolves mainly around writing plans for peacetime emergencies. These plans need to be comprehensive enough to give guidance on all conceivable emergencies likely to occur in the area and should include plans for events such as Fire Fighter Strike and Fuel Blockades to enable business continuity for the general public as well as essential Council services.
- 3 Ensuring the Council has effective emergency plans. The plans need to be comprehensive enough to enable the Council to cope not only with small-scale emergencies but large-scale emergencies and long-term emergencies where resources may be severely depleted. Producing and maintaining plans and procedures that meets Home Office Standards (Civil Contingencies Bill) Ensuring the Councils Emergency Response Centre is fully equipped to respond to an incident.
- 4 Developing and agreeing joint plans with all relevant agencies e.g. County EPU, other LA's, PCT, Any airports and utilities etc. Many have joint plans already in place, these need revisiting on a regular basis in order to make sure any new beneficial resources and relevant legislative changes are included in mutual aid plans.
- 5 Providing advice and guidance to the Chief Executive in the event of an incident. The Chief Executive relies on the advice of the Emergency Planning

Officer to help in making decisions about use of resources and deployment of staff to other duties etc. for the duration of the incident.

- 6 Co-ordinating Business Continuity Plans across all departments in the Council and formulating plans for the continuity of essential services provided by the Council in the event of an incident regardless of scale. This includes assessing all services provided by the Local Authority and prioritising them into categories of services that **MUST** continue at their current level, services that must continue but can run as a reduced service, services that are non-essential but would be advisable to keep running and non-essential services that can be stopped in the event of a major incident which impacts on the council. It also includes business impact analysis (What would happen if these services were stopped) and any contingencies that you can have in place to either mitigate them stopping or to ensure a fast recovery of services in the event of stoppages.

Drawing plans for Disaster Recovery, to ensure the fastest return to normal that can be possibly achieved.

Providing advice and information to Town/Parish Councils, Voluntary Organisations and local businesses in relation to the Civil Contingencies Bill (Act).

Advising and assisting Town/Parish Councils in developing local emergency plans and giving guidance to give all Town/Parish Council Emergency Plans a generic feel to make it easier to run local plans along side the major incident plan.

Preparing for and assisting with the delivery of training for Officers, Members, and Town/Parish Councils to implement/manage emergency plans, to be able to deal with any emergency from flooding and severe weather to bombs and plane crashes.

Maintaining Emergency Call Down lists of volunteer staff willing to respond to an incident in the district, dealing with incident management and business continuity for the Council.

Ensuring the Council's Fire Safety and Evacuation Procedures are reviewed, exercised and updated. With regular scheduled testing in place of alarm systems and drill procedures. Collecting feedback and producing debrief notes from any drills performed.

Ensuring Flood Management Plans are in place and adequate for our needs including adequate supplies of sandbags at depots for delivery to residents in the event of imminent flooding and providing flood protection and recovery advice to residents and businesses upon request. Being on call out of hours for emergencies requiring emergency planning input.

### **Current Work Programme**

- 7 Uttlesford District Council's plans are being updated:

- 8 To take into account the restructure with changes to job titles and job roles. This at present has involved a presentation to the EMT on the roles and responsibilities as currently defined in the emergency plan and the need for change, and individual meetings with each of the Executive Managers to assess their current roles against the most appropriate "Head of..." roles in the plans. So far I have met with approximately half of the Executive Managers and defined the roles to their current job titles. This will also include a list of designated deputies who can cover the roles in the event of the Executive Manager being unavailable.
- 9 To update the plans to take into account the new Civil Contingencies Bill (Act) although the full impact of the act is not known and may not be fully known until it's fully in place. Current advice from central government suggests that the impact at Local Authority level will be greater than at County level a) as resources are fewer b) as the act will put more onus on Local Authorities to respond in a more accurate way with less input from County Level.
- 10 To include some Business Continuity Plans for continuation of services within the Council in the event of an emergency effecting the Council's ability to provide all it's services. This will include a break down of all services listing priority services, those that can be scaled down and non-essential services, how they will be run and on what resources.
- 11 To eventually be a more user friendly format (Business Continuity for when EPO is not available) that will help the user plan their way through an incident in stages. Including recovery to normal. I am currently looking at "Flow Chart/Decision Tree" formats for the plans that will guide the person reading the plans from the first stages of an incident "So you have an emergency?" "What type of emergency is it?" on to the most appropriate response and resource for the type of incident, relevant officers that will need to give input or be involved, to how to manage ongoing issues e.g. Who's keeping your services going while you're dealing with this emergency? Other available resources and appropriate uses e.g. Voluntary Sector Services. Through to how to "Wind Up" the emergency provisions and stand down staff including "Hot Debrief", structured debrief and final review with lessons learnt and contingencies required to mitigate these events occurring again and finally onto business recovery "Getting back to normal".
- 12 Assessment is also being done on UDC evacuation procedures at Saffron Walden and Dunmow Offices.
- 13 Procedures at Dunmow are being updated to take into account planning staff having moved to Saffron Walden and the back building being segregated and leased to Uttlesford CVS. Draft plans have been produced in conjunction with Uttlesford CVS and their tenants through a working party that looked at the problems associated with 10 different agencies residing in the same building. Evacuation plans for the Community Information Centre in the old building at the front have yet to be produced as I am awaiting a Buildings Fire Risk Assessment and a Working Practises Risk Assessment to assess the risks of lone working on the second floor of the building and safe evacuation from the second floor which does not have any other means of escape other than the

main stairway. Arrangements are being made for Kidde Fire to train me on the Fire Panel use at Dunmow.

- 14 Procedures at Saffron Walden are being updated to take into account any new staffing and existing staff leaving who may have had a specific role in evacuation plans e.g. Fire Marshall or Role Call Officers. After not having a Fire Drill for 18 months I have been arranging for Kidde Fire to provide training on how to use the Fire Alarm Panel, including testing and resetting. With some information to hand a fire alarm test was held on 6<sup>th</sup> September which helped us assess where call points were situated and start re-labelling the call points and fire panel as necessary. On 9 September a fire drill was held at 1345hrs which although was very successful (All personnel and Visitors evacuated in 3 minutes) has left some issues that need to be addressed. Mainly the use of ticking in sheets, and their purpose in the event of a fire, as we also use a sweep system with Fire Marshall's declaring their designated area of the building empty. Controlled re-entry to the building to ensure staff enters before public, we have to assume that until staff are back in the building there may be a risk of breach of security before we have reset the system. Control of entry to the Car Park by public as this could hamper Fire and Rescue accessing the building and may also be placing public in danger. Staff entering the building unaware of any risks such as staff from the lodge that do not hear the fire alarms and may use the side door when the alarms are silenced. A more clearly signed Visitor RVP. Specific training for Lodge staff as their evacuation needs are different to the main building and need to include reference to lone working risks. These issues have now been raised with the EMT meeting on 13 September. Kidde Fire trained Sally Johnson (Chief Steward) and myself on how to test the alarms and resetting on 10 September. Some issues have arisen as a result of training including the call points in the glazed link, one of which is wired into the "Ground Floor" light on the Fire Panel, the other of which is wired into the "Basement" light on the Fire Panel, this could lead to serious problems in the event of a fire in that location when the Council Chamber is full as the two main means of egress from the Council Chamber are the Glazed Link and the Fire Escape which brings you out at the ground/basement level at the back of the building, this is my greatest concern. Kidde Fire is to submit a quote to rectify this fault.

on all services will be undertaken in order to assess disaster impact on the Council and help to write plans for Disaster Recovery/Business Continuity Plans. This is to be included in the corporate plan.

- 15 A training date has been arranged for staff Volunteers to receive Rest Centre Management Training in conjunction with WRVS. A training date needs to be set for the Executive Managers to "Try out" their roles in an emergency.

### **Improvements**

- 16 Better awareness of the Emergency Planning Department's role and responsibilities for Members and Officers. Achievable through meetings, training and exercising.

A structured time table of exercises over a four year period to include:

1. Individual Table Top Exercises for Members, Officers and Executive Managers
2. Joint Table Top Exercise for Members, Officers and Executive Managers
3. Multi agency Table Top Exercise to include Category 1 Responders (Local Authority, Blue Light Services) Category 2 Responders (Utilities) and Voluntary Sector Responders
4. A major "Live Exercise" either joint or multi agency as required

This would allow for an exercise each year.

- 17 Some advice/consultancy/training on Business Continuity Planning in order to help Executive Managers fulfil their obligation to have Business Continuity Plans in place for the services they provide. This would include impact analysis and disaster recovery.
- 18 Working Practises Risk Assessments need to be carried out urgently in Dunmow and in the Lodge to include lone working risks and evacuation risks with a review on evacuation procedures. Alarms in the Lodge are not connected directly to the main fireboard, so we do not know when there is afire in the Lodge and they don't know when there is afire in the main building until someone tells them, for safety purposes a direct link to the main fire alarm panel would appear to be the best option.
- 19 Although I am aware that the past emergency planning post was part time, with the Civil Contingencies Bill becoming an Act by March 2005 much more emphasis is being placed on Emergency Planning and Business Continuity with statutory duties being placed on Local Authorities that could stretch resources to the limit and beyond. The demands of the bill mean much of the work that was shelved in the absence of an Emergency Planning Officer now needs to be made a priority. Other Bills also impact on Emergency Planning, the Disability Discriminations Act (Live in Oct 04) means all the designated rest centres (Which are numerous) need re-assessing for their fitness to be a designated Rest Centre. Any Parish plans written locally need assessment and advice given to ensure a generic feel, as they will ultimately perform a major role in an incident. I feel there is the need for more investment in the Emergency Planning Department possibly part time allow for cover of the phones, administration and visiting sites and parishes leaving more time for assessing the impact of the Bill and redrawing plans.
- 20 The possible movement of responsibility for Fire Evacuation Plans into Health and Safety, at present there appear to be too many "Fingers in the pie" e.g. Buildings Regulations, Health and Safety, Emergency Planning and Stewards. There could be risk of not addressing an issue as "some one else is dealing with it"

RECOMMENDED that Members note the progress towards delivering Emergency Planning within Uttlesford District .

**Committee:** SCRUTINY COMMITTEE 1: COMMUNITY AND HOUSING

**Date:** 22 JUNE 2004

**Agenda Item No:** 8

**Title:** PERFORMANCE MANAGEMENT REPORTING  
APRIL TO JUNE 2004

**Author:** Ian Orton (01799) 510 402

### Summary

- 1 The Performance Management results for April to June 2004 are attached at Appendix A. The data is presented in the new five themes that will underpin the delivery of services within the authority. 72 performance measures are reported – there are 9 Greens (above target), 41 Ambers (on target) and 22 Reds (below target).

### Background

- 2 Performance Management was introduced to the authority in August 2003 and is based on a number of local and national performance measures linked to a Traffic Light/Smiley Face reporting mechanism. During 2003/2004 the Traffic Light tolerance was activated by 10% drop or increase service delivery. The CPA Team felt this was too high and from 1 April 2004 Traffic Light colours are activated by:

Green for above Target by more than 10%  
Amber for on Target or within 4% tolerance  
Red for below Target by more than 5%

The above changes have contributed to fewer Greens and more Reds. However these new tolerance levels are the national norm.

- 3 The other change is the layout of the reporting mechanism. Previously performance was reported by corporate or service sections. Five new themes have recently been agreed as the framework to improve performance within the authority. The themes are:

- Excellence
- Customers
- People
- Community
- Communications

- 4 Presenting performance against the five themes the authority is able to demonstrate a performance right across the authority. However new software will provide easier access to departmental performance and that will also be presented as the authority gets into year two of Performance Management.

- 5 Performance for the first quarter has varied with improvements in Planning some support services while new systems that are being introduced have yet to deliver the required improvements. The re-structuring had some impact on delivery of service but that is now completed. Performance is beginning to be absorbed into Uttlesford but it is still not part of the day job. However the swing towards a reward culture and the new emphasis on SMART targeting will change the culture.
- 6 The first quarter should not be studied in isolation and although there are some changes to targets the performance of the authority will become clearer at the end of the second quarter. Included in the revised spread sheet are details, wherever possible of how the Daventry Benchmarking Partners have performed against some of the Best Value Performance Indicators. With some exceptions Uttlesford is usually above average in service delivery.

RECOMMENDED that Scrutiny One Committee:

- Comment on the Performance Figures for April to June 2004 and make recommendations to the relevant Committee of the Council
- Note the reasons for the Red Indicators
- Note the change to the target for the measuring of Sickness Data
- Agree that the authority should work towards a target of 20% Reds in 2004/05

**Committee:** SCRUTINY COMMITTEE 1: COMMUNITY AND HOUSING  
**Date:** 22<sup>nd</sup> JUNE 2004  
**Agenda Item No:** 9  
**Title:** BEST VALUE REVIEWS 2004/05  
**Author:** Ian Orton (01799) 510402

### **Summary**

- 1 Scrutiny One Committee were informed on 10 March 2004 that two Best Value Reviews would be scrutinised by the committee during 2004/05. The Reviews are Services to Young People and Services to the Elderly.

### **Background**

- 2 The two Best Value Reviews that will be scrutinised by Scrutiny One Committee have both commenced. These reviews which cover Services to the Elderly and Services to Young People are the first *cross cutting* reviews carried out by the authority. Cross cutting reviews cover services that are carried out by more than one department and/or more than one authority or tier of local government.
- 3 Under normal circumstances both Best Value Reviews would produce draft Service Improvement Plans for consideration by Scrutiny One Committee for 17 November 2004 meeting. However by the nature of the partnership elements of cross cutting reviews they are prone to slippage and the resignation of the Performance Manager will remove best value expertise from the process.
- 4 The Older Persons Review is led by the Performance Manager and his departure means that the review will either be put on hold until next spring or will be revamped into a project group that will produce a Directory of Services for the Elderly within Uttlesford.
- 5 The Young Persons Review is led by Gaynor Bradley and is establishing partners to identify ways in which the authority can contribute more to meeting the needs of young people. This review will not be completed by 17 November 2004 and a realistic date for completion is June 2005.

RECOMMENDED that Scrutiny One Committee note the progress in delivering the Young Persons and Older People Best Value Reviews.

**Committee:** SCRUTINY COMMITTEE 1: COMMUNITY AND HOUSING  
**Date:** 22 JUNE 2004  
**Agenda Item No:** 10  
**Title:** LEISURE CENTRE SURVEYS – ACTION PLAN  
**Author:** Gaynor Bradley (01799) 510 348

### **Summary**

- 1 Community and Leisure Committee considered the attached report on 7 September 2004. The decisions arising from the report will be reported to Scrutiny One Committee by the lead manager for leisure services within the authority.

### **Background**

- 2 Scrutiny One Committee requested at least one update a year on the management of the leisure contract within the authority. Community and Leisure Committee considered the attached report on 7 September 2004. The report contains details of surveys that were carried out among users of the three leisure centres managed by contractors for the council.
- 3 In addition a survey of non-users of leisure facilities was carried out. The results from both surveys have formed the basis of an action plan that will build on success and also address problem issues.
- 4 Gaynor Bradley the Leisure Manager will go through the action plan giving Scrutiny Members the opportunity to comment on the progress in delivering the leisure contract element of the PFI contract.

RECOMMENDED that Scrutiny One Committee consider the action plan arising from the recent surveys carried out within the Great Dunmow, Lord Butler and Mountfitchet Romeera Leisure Centres.

**Committee:** COMMUNITY & LEISURE COMMITTEE

**Date:** 7 SEPTEMBER 2004

**Agenda Item No:** 6

**Title:** LEISURE CENTRES - SURVEYS

**Author:** Gaynor Bradley (01799) 510348

### Summary

- 1 A report was submitted to the Community & Leisure Committee on 25 May 2004 providing Members with details of the Leisure Centres' user and non-user surveys conducted by the District Council. It was noted that an action plan to address key issues raised in the survey be submitted to the next Committee in September 2004.
- 2 Members are requested to consider and approve the attached Action Plans.

### Background

The response rate for the surveys was as follows:

Centres	No. of surveys sent out	No. of surveys returned	Percentage return
USER SURVEYS			
Great Dunmow	850	236	28.2%
Lord Butler	Not known*	133	6% (of Centre Members)
Mountfitchet Romeera	535	65	12%
NON USER SURVEYS			
Random mailshot	500	57	11%

### User Surveys

\* Members will be aware that there was a problem with the distribution of the surveys from the Lord Butler Fitness & Leisure Centre due to technical problems arising from work being carried out by BT that affected the computer system. Therefore, the Receptionists handed out the survey forms and copies were also available on reception for people to pick up themselves.

The responses to the surveys have been formulated into actions plans and this information has been discussed with Leisure Connection Ltd., to agree actions. Leisure Connection Ltd., have confirmed that they are committed to taking the actions identified. The items included in the action plans were based on issues raised by 10% or more of the respondents, although issues that may have health & safety implications have also been included. Completion dates for the agreed actions have been inserted in the action plans and these will be monitored and a progress report will be submitted to the January 2005 meeting of the Community & Leisure Committee.

In July 2004 Members were sent copies of the detailed survey results. A Member responded to receipt of this information making some of the following points:

- ❑ Concern expressed regarding low survey response rates.
- ❑ Awareness of Customer Fora – need to understand why this is so poor.
- ❑ Cleanliness – must improve in all areas.
- ❑ Staff knowledge – must improve.
- ❑ Pool steps at Great Dunmow – must be repaired without delay.

The above summarises the key issues to be addressed as detailed in the action plans attached at Appendices:

- I – Great Dunmow Leisure Centre
- II – Lord Butler Fitness & Leisure Centre
- III – Mountfitchet Romeera Leisure Centre.

### **Non User Surveys**

The non-user survey highlighted the following issues

- ❑ 78% people would like to undertake more exercise
- ❑ Activities interested in are 42% swimming; 20% walking and 13% gym
- ❑ 57% stated that the Centres are too expensive
- ❑ 17% stated that they had previously been members of one of the centres but had not renewed as it was too expensive
- ❑ 18% stated that they were unaware of the Great Dunmow Leisure Centre
- ❑ 11% stated that they do not have time to undertake formal exercise

The action plan is attached at Appendix IV.

Background Papers: Leisure Centre Surveys 2004

### Action Plan for Lord Butler Fitness & Leisure Centre

The agreed percentage for items to be included in the action plan is 10% of the total responses to the survey, however some development areas included are under 10%, these areas are included as they may affect safety and are identified as problems that may escalate.

	<b>Action Point</b>	<b>Survey % Warranting Action</b>	<b>Significance</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Comments on importance</b>
LB.1	Look at the possibility of introducing a family membership scheme and discounted rates for low income.	There were 14 individual comments that equates to 10% of the total responses requesting the introduction of a family/joint membership.	A large number of families currently use centre, potentially this could affect a large number of existing members and possibly attract more.  To promote value for money and increase participation levels	Family membership scheme introduced.  Concession Card scheme in place.  Carer's Card scheme in place.	Completed  Completed  Completed.	Leisure Connection	Value for money is key and family or discounted membership will work towards achieving this.
LB.2	Unclean wet changing room floor	There were 17 individual comments that equates to 13% of the total on the lack of cleanliness of	The centre needs to be clean to provide a good quality of service. Customers expect the	Contract Cleaners now employed for 7 days (42 hours) per week. Date for a deep clean currently	By 31 September 2004	Leisure Connection	As the pool is a huge asset and is a well used the area that people change in it should be clean, people

		the wet changing room floor.	highest level of service possible	being negotiated. Monitoring and ad hoc cleaning carried out on 8 times per day. New vacuum floor scrubber purchased to clean the wet side			do not want to be walking bare foot on a dirty floor.
LB.3	Smell/cleanliness in dry changing rooms	13 individual comments that equates to 10% of the total responses		As above  Ensure Air conditioning unit operating effectively. Consider Installing Air Freshener units.	By 31 September 2004	Leisure Connection	
LB.4	Lack of variety available in Café.	8 individual comments that equates to 6% of the total responses on the lack of variety in Café	The centre promotes a healthy lifestyle but there are few healthy options available. The centre has vending machines full of unhealthy food and drink.	Centres currently provide a balanced selection of sandwiches and usually offer fruit as well. The vending operation is standard provision throughout leisure	Ongoing review	Leisure Connection	The café area could be an integral part of a members visit to the centre if there were more options available, the better the service the more popular profitable the café will be.

				Connection sites. A price reduction for customers has recently been negotiation with the Catering Supplier.			
LB.5	Reducing the number of course cancellations	10 individual comments that equates to 7% of the total responses on the number of course cancellations	Group training courses are of a very high standard and a good asset, the standard must be maintained and cancellations reduce confidence in the centre.	Currently staff are being trained to cover a range of courses so that they can step in when an independent instructor cancels a class.	By 31 September 2004	Leisure Connection	The survey suggests that a lot of members attend group-training sessions so this area must be addressed to maintain this.
LB.6	More staff presence in the gym.	17 individual comments that equates to 13% of the total responses on the lack of staff in the gym.	Firstly as a safety issue, staff need to be present to insure proper use of the equipment. People pay for a service that includes guidance and advice and staff need to be	Currently a review is being undertaken to rearrange shifts to provide maximum cover for the Gym.  Leisure	By 31 September 2004	Leisure Connection	As a safety issue should be addressed as soon as possible.

			present to provide this service.	Connection requested to review again to cover for the whole of the opening hours.			
LB.7	More Courses	10 individual comments that equates to 7% of the total responses on the number of course cancellations	If there is a demand for more courses and people are missing out this will need to be looked at.	If financially viable and in demand look at increasing courses.	Ongoing, under review.	Leisure Connection	
LB.8	Customer Forum	The most useful views and opinions are from the people who use the centre; currently a large number of members are unaware of the customer forum.		Dates of forum meetings for the year are displayed on the notice board. However posters will now also be erected around the centres 2 weeks before each meeting date. Forum meetings are also referred to in the new Centre Guides currently being prepared.		Leisure Connection	The option to attend a Forum meeting must be provided.

LB.9	Awareness of complaints procedure.	95 individual comments that equates to 83% of the total were unaware of the customer forum.	85 individual comments that equates to 74% of the total were unaware of the complaints procedure.	Members should be aware of complaints procedure and encouraged to express their views as a quality assurance measure	Suggestion boxes are placed in each centre and leaflets are provided for customers to make comments, suggestions and complaints.	Leisure Connection	The option to attend a Forum meeting must be provided
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APPENDIX II

**Action Plan for Great Dunmow Leisure Centre**

The agreed percentage for items to be included into the action plan is 10% of the total responses to the survey, however some development areas included are under 10%, these areas are included as they may affect safety and are identified as problems that may escalate.

	<b>Action Point</b>	<b>Survey % Warranting Action</b>	<b>Significance</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Comments on importance</b>
GDLC.1	Look at the possibility of introducing a family or joint membership scheme and discounted rates for low income	There were 14 individual comments that equates to 6% of the total, the reason that this was to be included was that potential this could affect double and possibly 3-4 times this amount of people.	A large number of families currently use centre, there were large number of concerns around the lack of this service. Promotes an affordable family service.  To promote value for money and increase participation levels	Family membership scheme introduced.  Concession Card scheme in place.  Carer's Card scheme in place.	Completed  Completed  Completed	Leisure Connection	Value for money is key at a community leisure centre; family or discounted membership will work towards achieving this.
GDLC.2	Unclean changing rooms.	There were 16 comments on the cleanliness of the changing rooms this	The centre needs to be clean to provide a good quality of service.	Contract Cleaners employed for 7 days (42 hours) per week.		Leisure Connection	As the pool and the facility is a huge asset and is well used the area that people

		equates to 7% of the total responses	Customers expect the highest level of service possible.	Monitoring and ad hoc cleaning carried out on 8 times per day. New vacuum floor scrubber purchased to clean the wet side.			change in and it should be clean, people do not want to be walking bare foot on a dirty floor.
GDLC.3	Damage to pool steps.	There were 11 comments on the damage to the pool steps.		Damage rectified. Surrounding tiles to be replaced. during September 2004	Completed During September 2004	Leisure Connection	
GDLC.4	Increase the number of group training courses	There were 22 individual comments that equates to 9% on the desire for more group training courses not new courses just more times being available.	Group training courses are of a very high standard and obviously in demand. Members need to see there requests be considered and where warranted delivered.	Courses reviewed regularly to monitor viability.	Ongoing	Leisure Connection	Classes at GDLC have to be allocated in specified public time in accordance with specified contract time due to shared use with Helena Romanes School.
GDLC.5	More general swim time	There were 22 comments that equates to 9%	The pool is a huge asset and a reason why	Public swimming time is shown in the pool	Amount of public swimming time available	Leisure Connection	Time allocated in specified public time in

		on the need to increase the number of time available for general swimming.	people use the centre. Public time should be allocated in accordance with the contract specification.	timetable.	complies with the contract requirements. However, the programme is reviewed annually.		accordance with specified contract time due to shared use with Helena Romanes School.
GDLC.6	Better Trained Staff.	There were 19 individual comments that equates to 8% of the total responses.	The comments were not directed at specific staff but it does suggest some lacking in customer service however there were 48 individual comments praising the staff so it does suggest that individual staff members may be the cause of the problem. It also suggests that information and advice given to members may not always be of a high standard.	GDLC recently experienced a turnover of staff and new staff undergo induction training which includes about 12 hours of customer care training initially. General discussion and feedback is ongoing. With regard to communication this matter is being addressed within the whole of the company to improve general communication.	Ongoing	Leisure Connection	Communication is a general item discussed with the Contractor at regular liaison meetings.

GDLC.7	Sauna/Steam Room and Jacuzzi.	There were 20 individual comments that equates to 8% of total responses requesting a Sauna/Steam room or Jacuzzi.	Centre users obviously would like this service, however, it was not provided for in the PFI. .	Consideration could be given to this subject as part of future developments		Leisure Connection/PFI Partners	Unlikely to be progressed at the present moment in time.
GDLC.8	Customer Forum	183 of the total responses which equates to 86% were not aware of the customer forum	The most useful views and opinions are from the people who use the centre; currently a large number of members are unaware of the customer forum.	Dates of forum meetings for the year are displayed on the notice board. However posters will now also be erected around the centres 2 weeks before each meeting date. Forum meetings are also referred to in the new Centre Guides currently being prepared.	Ongoing	Leisure Connection	Suggested to Leisure Connection that Centre usage be looked at and users consulted to determine if the is a more appropriate time for the Fora to be held.
GDLC.9	Awareness of complaints procedure	157 of the total responses that equates to 86% were not aware of the complaints	Centre users should be aware of complaints procedure and encouraged to	Suggestion boxes are placed in each centre and leaflets are provided for customers to	Ongoing	Leisure Connection	

		procedure.	express their views as a quality assurance measure.	make comments, suggestions and complaints.			
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### Action Plan for Mountfitchet Romeera Leisure Centre

The agreed percentage for items to be included in the action plan is 10% of the total responses to the survey, however some development areas included are under 10%, these areas are included as they affect safety and are identified as problems that may escalate.

	<b>Action Point</b>	<b>Survey % Warranting Action</b>	<b>Significance</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Comments on importance</b>
MRLC.1	Look at the possibility of introducing a family or joint membership scheme and discounted rates for low income.	There were 6 individual comments that equates to 9% of the total, the reason that this was to be included was that potential this could affect double and possibly 3-4 times this amount of people.	A large number of families currently use centre, there were large number of concerns around the lack of this service. Promotes an affordable family service.	Family membership scheme introduced.  Concession Card scheme in place.  Carer's Card scheme in place.	Completed  Completed  Completed	Leisure Connection	Value for money is key at a community leisure centre; family or discounted membership will work towards achieving this.
MRLC.2	Increase the number of group training courses.	There were 16 individual comments that equates to 22% on the desire for more group training courses not new courses just more times being available.	Group training courses are of a very high standard and obviously in demand. Members need to see there requests be considered and	Courses are provided where they are viable. Courses are reviewed and monitored regularly.	Ongoing	Leisure Connection	

			where warranted delivered.				
MRLC.3	A pool	There were 19 individual comments that equates to 26% of total responses requesting a pool.	Members obviously would like a pool to be built and it improve popularity	Unlikely that a pool will be constructed at this Centre.		Leisure Connection/PFI Partners	Members join knowing that the Centre does not have a pool.
MRLC.4	Customer Forum	41 of the total responses which equates to 71% were not aware of the customer forum	The most useful views and opinions are from the people who use the centre; currently a large number of members are unaware of the customer forum.	Dates of forum meetings for the year are displayed on the notice board. However posters will now also be erected around the centres 2 weeks before each meeting date. Forum meetings are also referred to in the new Centre Guides currently being prepared.	Ongoing	Leisure Connection	
MRLC.5	Awareness of complaints procedure	39 of the total responses which equates to 65% were not aware of the complaints procedure	Members should be aware of complaints procedure and encouraged to express their views as a	Suggestion boxes are placed in each centre and leaflets are provided for customers to	Ongoing	Leisure Connection	

			quality assurance measure.	make comments, suggestions and complaints.			
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## Action Plan for Leisure Centre Non-user Survey Results

	Action Point	Survey % Warranting Action	Significance	Action	Timescale	Responsibility
NU.1	Look at publicising the centres, more. Look at reasons why members do not renew their membership.	67% of those surveyed exercised daily or weekly.	If the public are exercising regularly we have to look at why they are not using the centres.	Publicise promotions and general information about the centre both through posters at the centre and press releases. New Centre Guide being produced. Currently investigating publicising is Essex Life Magazine.	31 December 2004	Leisure Connection
NU.2	Look at ways of encouraging and educating those members of the district who would like to exercise more.	35 comments stating the high importance of exercise and a further 39 comments that equates to 78% who would like to exercise more.	By encouraging increased participation everyone will benefit from both a health side and increased centre usage and revenue.	Taster days to encourage that first initial step as well as the promotion of the centre membership for the casual user. By reducing the cost to casual users and possibly limiting there access it could be a way of generating new sources of income.	31 March 2005	Leisure Connection
NU.3	Look at ways of making pools and swimming classes more accessible to the general public.	19 responses, which equates to 42% of the total would like to do more swimming.		Review swimming programme in light of comments and possibly consider age bracket swimming.	31 March 2005	Leisure Connection
NU.4	Look at ways of making exercise affordable to all.	Cost is still a deterrent to exercising at a centre. 24 comments on the main reasons for non-use was the financial implications.	The most popular exercise for a full body workout centres must meet demand and try to be fully inclusive	The stigma of the expense of joining a centre must be addressed by introducing more flexible and sometimes free packages. Prices are reviewed e.g. children's holiday programme at Mountfitchet Romeera Leisure Centre reduced to attract greater usage.	Ongoing	Leisure Connection

