



## **ANNUAL SERVICE REPORT**

**Royal Borough of Windsor & Maidenhead Contract  
Report for 1 January - 31 December 2018**

Prepared by Legacy Leisure

**LeisureCentre.com**

Working in Partnership  
with your Local Authority

 **LegacyLeisure**

 **ROYAL BOROUGH OF  
WINDSOR & MAIDENHEAD**  
www.rbwmd.gov.uk



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## 1.0 INTRODUCTION

The annual service report will provide information on the centres operated by Legacy Leisure within the Royal Borough of Windsor and Maidenhead (RBWM). The contract commenced on the 7th January 2015.

### **Windsor Leisure Centre - Facilities include:**

- 150 Station Gym
- 25m Swimming Pool
- Learner/Leisure Pool
- All-Weather Pitch
- Health Suite
- 8 Court Sports Hall
- Café Vita
- 3 Group Fitness Studios
- Group Cycling Studio

### **Magnet Leisure Centre - Facilities include:**

- 150 Station Gym
- 2 Group Fitness Studios
- 25m Swimming Pool
- Leisure Pool
- Outdoor Courts
- Health Suite
- 10 Court Sports Hall
- Soft Play Area
- Café Vita

### **Charters Leisure Centre - Facilities include:**

- 48 Station Gym
- Group Exercise Studio
- 4 Tennis Courts
- 3G All-Weather Pitch
- 4 Court Sports Hall
- Squash Courts

### **Cox Green Leisure Centre - Facilities include:**

- 42 Station Gym
- Group Exercise Studio
- All-Weather Pitch
- 3 Tennis Courts
- 4 Court Sports Hall

### **Furze Platt Leisure Centre - Facilities include:**

- 60 Station Gym
- Group Fitness Studio
- 3G All-Weather Pitch
- 4 Court Sports Hall
- Tennis Courts

### **Braywick Leisure Centre - Facilities include:**

- 45 Station Gym
- All-Weather Pitch

### **Marlow Road Community Centre**

- Sports Hall
- 2 Group Fitness Studios
- Conference Room
- Meeting Room





## 2.0 EXECUTIVE SUMMARY

This report covers the service period 1 January - 31 December 2018. The service period was an exciting yet challenging time for Legacy Leisure. It was the fourth year of the partnership with the Royal Borough of Windsor and Maidenhead (RBWM). Similar to 2017, it was a challenging economic climate for the centres but there were a number of highlights for the Windsor contract throughout the year, including:

### Events

Continued diversification of cultural events hosted in the centres, including an after dinner sports speaker and more weekend family events.

### Environmental Management

Substantial progress in the environmental management systems operated by Legacy Leisure in accordance with our commitment to the ISO 14001 management award to include a fully integrated building management system. Monthly monitoring and action on energy consumption data with particular success with energy management at WLC overnight use.

### Swimming Lessons

Successful development of the Swimming lesson programme. Increasing participation by 10% on 2017. There are currently over 3000 swimmers on the swim lesson scheme.

### Health & Safety

External health and safety audits completed by National Examination Board in Occupational Safety and Health (NEBOSH) qualified personnel and passed with scores of over 80%.

### Children's Activities

Successful delivery and development of holiday programmes. Engaged specialist third party companies to offer more choice to families - term time & holidays.

### Online

The roll out of Course Pro, a software package for parents to track swimming lesson progress of their children.

### Training

Partnership working with external training provider Lifetime, resulted in delivering NVQ training in a range of subjects. As a result, it provided an education pathway for new and existing staff in job related qualifications and further supported the quality of service delivery across the sites. 22 apprentices in post in December 18. Mixture of entry level to level 5 -Degree equivalent.



**Retail**

An improved retail offering across the centres with the launch of a new menu in the cafe, new product ranges of take away healthy protein meals, launching the new exciting ranges of swimwear and swim accessories in partnership with Zoggs.

**Apprenticeships**

Legacy Leisure joined the government's 5% club initiative - to help tackle youth employment in the United Kingdom. 22 apprentices were employed across the contract during the service period<sup>1</sup>.

<sup>1</sup> This is an increase of 7 compared to 2017

**Sway Dance**

The development of the 'Sway Dance' brand with a number of new classes in the community at 2 local schools. Development of Windsor Leisure Centre Sway saw them enter into a Regional competition.

**Sports Development**

Legacy Leisure have helped raise awareness of activities available across the borough. A considerable amount of work has taken place behind the scenes meeting with Sports Development Officers from Swim England, England Squash, England Triathlon and England Badminton to look

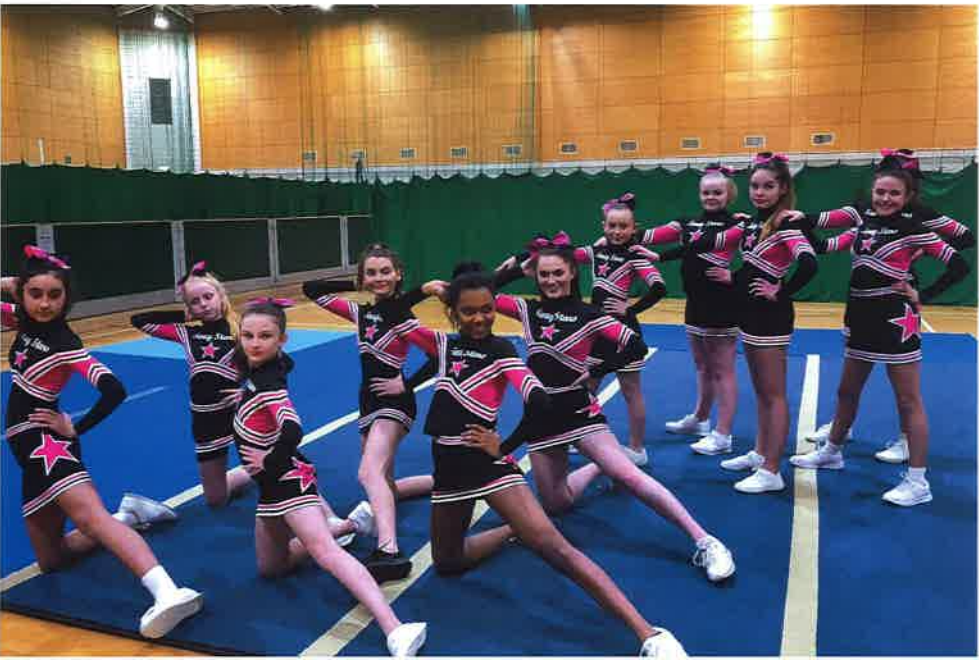
at continued partnerships and deliver new initiatives across the centres. New sessions include Go Tri; Go Row; This Girl Can squash; badminton.

**Social Media**

Increased amount of Facebook followers from 5,126 to 6,286 across the 6 sites in 2018. Development of the [www.leisurecentre.com](http://www.leisurecentre.com) website; taking onboard feedback and improvements to make it more user friendly. Page views at 1,045,807 an increase of 20,988 compared to the same period last year, and received over 6,664 enquiries during this period.

**National Campaigns**

The national launch of the 'Get Safe for Summer' and 'Drowning Prevention' week; also known as the Water Safety Campaign. It is supported by Swim England and the Royal Life Saving Society (RLSS) and is run across all Legacy Leisure sites. The campaign helped educate children about the dangers of swimming in open water such as lakes, rivers and instead to swim in safer environments, such as their local swimming pool. Information was shared with all local schools with the opportunity for Legacy staff to deliver presentations.



## 3.0 AVAILABILITY & SERVICE

### 3.1 Opening Hours

During 2018, the centres have operated as per the contract opening hours schedule. Windsor Leisure Centre continues to exceed the minimum operating requirements.

### 3.2 Activity Programming

Legacy Leisure has delivered a wide and varied programme to ensure the key performance indicators of the contract are met. The programmes have maximised usage of all facilities within the scope of the centres. The timetable continues to operate flexible, imaginative and varied activities with easy access and equipment for all sections of the community. Legacy Leisure has operated a number of corporate and local promotions/initiatives aimed at raising awareness and increasing participation, examples can be seen below:

#### Gym

A number of promotions have been operated throughout the year to raise awareness and increase opportunities for participation in the fitness studios and include: Refer A Friend, VIP passes. This Girl Can - we also offered on the back of the successful Sport England 'This Girl Can', campaign a number of free taster sessions.

#### Generations

Junior Gym access continues to be a popular activity across the 6 centres, the sessions offer supervised fitness suite access for those 13-16. Sessions aim to improve fitness, encourage physical activity amongst young people, reduce childhood obesity and promote social interaction in a positive environment.

#### Group Fitness

Over 200 classes offered across the leisure centres' each week, with over 180,000 attendees.

#### Junior Sports

A number of new sessions were added to the already busy programming schedule, introducing more netball, more bounce and play toddler sessions and expanding further the home education activity Programme. In addition, new slots were made available to support expansion of existing clubs.

#### FANS

The FANS scheme (Free Access for National Sportspeople) - 3 athletes using the facilities free of charge to help their training, compared to 4 the previous year.

#### Steps To Health

The Steps to health exercise referral scheme operates from Windsor and Magnet Leisure Centre's and includes a programme of prescribed gym, swim and aerobic activities with ongoing support from a fully qualified fitness professional. The aim of the scheme is to encourage, educate and improve regular participation in physical activity in patients who are at risk to the development of disease and disability. The programme is popular with group exercise classes also operating to compliment the package. Working with public health and school nurses the Steps to Health team have been working to expand referrals to exercise.



## Events

Promotion of Events that performed to a collective audience of over 14,000 in 2018. Over double compared to 2017. Shows included tribute acts, West End travelling shows, family activities, children entertainment shows Sway Dance shows, talent & dance festivals, pantomime, wrestling events, boxing, martial arts, Athletics events and a number of presentation and faith meetings.

## School Swimming

Legacy Leisure works in partnership with Swim England to provide the swim programme that caters for all abilities and ages. The Swim Coordinators are directly targeting schools to offer assistance and highlight the school swimming project to help reduce the percentage of non-swimmers in the area. In 2018, the school swim programme continued to be popular, over 900 children swimming each week from over 30 schools across the Royal Borough.

## Swimming

The Swim lesson programme gives real value for money with quality teaching and additional free swimming to all children on any visit to our facilities to encourage participation. All members on the programme can benefit from unlimited swimming at both Windsor and Magnet during all public swimming times.

## 3.3 Pricing

Legacy Leisure conducts an annual price review. Each year, proposed new pricing structures are submitted based on the current consumer market and local demand. Core prices for the service period are presented to the council for approval. Price rises are based on November RPI, in advance of the forthcoming January.

Legacy Leisure works very closely with RBWM in targeting disadvantaged groups through concessionary pricing.

Groups targeted include:

- Public swimming /over 60s swimming
- Expressions fitness studio usage
- Badminton and squash
- Football
- Junior activities
- Disabled user groups

The use of promotions and vouchers were also implemented in 2018 to encourage participation and include:

- Facebook promotion and awareness.
- Green redeem vouchers - discounted access to swim and gym
- Attendance at local events
- Partnership with local partners in the town centres
- Online trial memberships and online passes.
- Online memberships for Swim and gym
- Open days held at the leisure centres.
- Annual promotional offers for swimming and gym membership.
- Group fitness offers.
- Free 3-day gym passes to trial the fitness studio.
- New Family membership offering value for money for families.
- Option for a fixed or flexi memberships to provide more options to customers.
- Senior Swim Membership aimed to encourage more over 60s to swim.
- Generations membership for 11-15 year olds.
- Weekend and quiet period activity promotions
- Free taster sessions to encourage Participation.
- 'Referral' promotions - through existing members referring new members they are rewarded for their loyalty with a number of prizes
- Summer promotion for junior and student memberships
- Promotion for junior all weather pitch football use.
- Get Safe for Summer/Drowning Prevention water campaign - 'summer offers'.



### 3.4 Health and Safety

Legacy Leisure continues to report monthly on all matters relating to health and safety. Throughout the service period there has been external and internal audits carried out, which have reported a positive culture on health and safety. Several representatives from the contract have attended the centrally organised health and safety training course. Six-monthly health and safety audits were also carried out and respective action plans developed. These plans are reviewed every six months at the sites' health and safety committee meetings. Further audits will take place this forthcoming year to ensure stringent standards are adhered to and there is continuous improvement within health and safety.

During this service period there has also been further external audits completed by NEBOSH qualified auditors to check robust systems are in place for health and safety resulting in scores of 80%+ at several sites audited.

There has been continual investment in training for all employees, ensuring key personnel are competent and qualified in health and safety. This has been supported by online training via Human Focus.

The Institute of Qualified Lifeguards (IQL) training portal is an online management tool to support the sites operation delivery and record keeping of lifeguard training competencies. Magnet and Windsor had an external IQL audit receiving 98% and 100% respectively for lifeguard training and development across the 75 lifeguards employed in the contract.

Monthly, the Centre managers report and analyse trends at site level, which is discussed at their department meetings. Prime accident and incident reporting system has provided a comprehensive template for the reporting and monitoring of accidents and incidents.

The HSC Manager along with General and Centre Managers monitor significant accident reports and trends.

During the service period, mystery visit audits were introduced for poolside management. Windsor Leisure Centre scored 83% and Magnet Leisure Centre scored 84%. The audits focus on operational standards of the centres poolside operation. 2 of the Centre Managers from the Windsor contract are now qualified auditors and carry out audits across Legacy managed pools nationwide. This supports their own development, sharing best practice at their sites and strengthens their experience in pool management. Both Magnet and Windsor audits achieved the pass mark above 80%.

A Lifeguard and behavioural safety training workshop, aimed at improving vigilance on poolside has been delivered across the centres. This is a unique programme, which was endorsed by RLSS/IQL, with the aim to continually promote improved concentration and vigilance by all lifeguards.

Committed to continuous improvement, pool visibility tests were carried out to review visibility of the lifeguards and to ensure the maximum safety for all bathers. As a result of the testing against new standards and reviewing recent industry case studies, additional measures have been implemented at Windsor and Magnet including some repositioning of lifeguards, reviewing rotations at peak times and adding additional mirrors to improve lifeguard visibility of the features in the pools.

### 3.5 Equipment

All equipment is maintained through the Planned Preventative Maintenance schedule (PPM). Throughout the service period, contractors and suppliers have been reviewed to ensure equipment servicing & maintenance is carried out in a timely manner.

## 4.0 MONTHLY PERFORMANCE

### 4.1 Customer Feedback

We monitor comments on a daily basis. Currently, as a means of measuring customer satisfaction, each centre actively encourages direct internal customer feedback through verbal comments, through the website ([www.leisurecentre.com](http://www.leisurecentre.com)) and direct email. In 2018, there was 137 reported complaints. This equals to 1 complaint every 14,000 visits - compared to 1 every 3,900 in 2015.

Below is a sample of the types of complaints received from customers:

#### You Said

"Shower temperatures not consistent in gym changing rooms"

#### We Did

"Replaced TMV's on all showers in gym changing and added routine temperature checks"

#### You Said

"Cleanliness at peak times especially in the poolside changing rooms"

#### We Did

"Added resource and increased monitoring and supervision"

#### You Said

"Air temperature in gym and sports hall too cold"

#### We Did

"Full replacement of heating system at Windsor"

#### You Said

"Time it takes to repair equipment that is out of action"

#### We Did

"Challenged suppliers to improve response times. Increased supplier network for reactive work. Reviewed service arrangements for high demanding equipment"

Legacy Leisure has a proactive approach to customer feedback. In addition, the management team actively gather, monitor and report on customer feedback each month. There are many ways customers can provide us with feedback, including:

- Completion of a customer comment card
- Writing to the managers
- Making a verbal comment at reception
- Emailing the centre
- Speaking to a member of staff
- Using 'Contact Us' on [leisurecentre.com](http://leisurecentre.com)
- Legacy Facebook pages
- Legacy Twitter pages

During the service period we have commissioned an external agency to complete independent mystery shopper visit/reports providing comprehensive information about email responses, telephone calls and tours of the leisure centres to understand better areas for improvement with regards to engaging with customers and improving customer service levels.



## 4.2 Cleaning

Daily monitoring is carried out in all areas to ensure the centres conform to the cleaning standards. All rotas are under constant review to redeploy resources effectively and efficiently. Over the past year, further staff have been employed and capital expenditure has been sourced to upgrade and purchase new equipment.

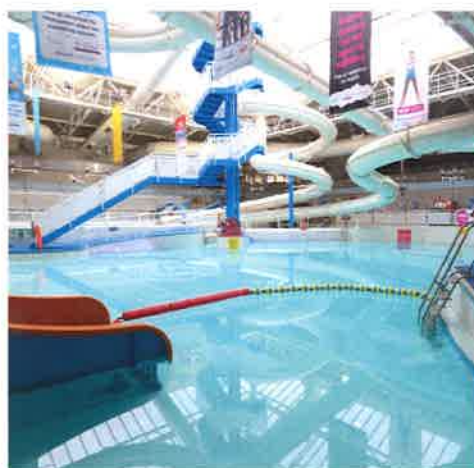
Legacy Leisure works closely with RBWM to ensure the cleaning standards are adhered to. This is completed through regular unannounced elected members and client visits, internal quality reviews and use of mystery shopper visits for continuous improvement. We continue to review cleanliness daily and review cleaning regimes and staff rotas to redeploy staff effectively, based on demand.

## 4.3 Monthly Leisure Report

Each month Legacy Leisure issues a comprehensive update to the RBWM contract manager. These updates are delivered during the contract management monthly performance monitoring meetings: The monthly KPI's include:

- Accidents and Incidents
- Attendance
- Membership collections
- Marketing and Promotion
- Service Improvement
- Maintenance and Monitoring
- Health and Safety
- Planned Preventative Maintenance

During the monthly meetings, the RBWM contract manager monitors each centre to ensure compliance with the contract documentation and standards expected.



## 5.0 ANNUAL PERFORMANCE

### 5.1 Customer Usage

During the report period there were 1,947,036 visits made to the centres managed by Legacy Leisure. There was an increase of 65,209 when compared to 2017.

The increase is made up of swimming lessons, off season AWP, events, classes and new community projects.

The breakdown of visits was as follows:

Site	Attendance *January to December 2015	Attendance *January to December 2016	Attendance *January to December 2017	Attendance *January to December 2018
Windsor Leisure Centre	736,673	853,524	847,878	910,290
Magnet Leisure Centre	704,901	796,287	796,771	802,805
Charters Leisure Centre	73,148	66,476	66,250	68,167
Cox Green Leisure Centre	61,541	69,131	68,221	71,365
Braywick Leisure Centre	24,124	25,333	21,383	23,927
Furze Platt Leisure Centre	14,550**	70,689	61,324	70,472
<b>TOTAL</b>	<b>1,614,937</b>	<b>1,851,440</b>	<b>1,861,827</b>	<b>1,947,036</b>

### 5.2 GP Referral

At the end of 2018, there were 419 members registered to the GP referral scheme. They have been referred from the 26 surgeries and referral centres across the Borough.

Working in partnership, Legacy staff have been funded through the Cardiac rehabilitation qualification BACPR.





### 5.3 Partnership Working

Partnership with IOS to deliver a number of industry qualifications including Level One and Level Two Swim Teaching, and Pool Plant Operators courses. In 2018, 14 staff went through their qualifications.

Working in partnership with Gym Flex targeting corporate businesses and employees. Partnership working with clubs to provide signposting and pathway for customers to access clubs.

Partnerships with a number of National Governing Bodies which include:

1. Legacy Leisure PPP (Partnership Provider Programme) agreement with the Swim England and the IOS (Institute of Swimming)
2. CPD - programme delivery to current swim teachers
3. Swim England Level 1 & 2 teaching courses
4. Rowing
5. Badminton, Squash

Further increase recycling provision at the leisure centres. Review of triad charges and identifying ways of working smarter. Reviewing of new technologies as they emerge in the marketplace. Triad alerts set up for winter 2017/18 to enable managers to take action to reduce usage during these periods to reduce demand on National Grid. Legacy is committed to reducing use of single use plastics. In 2018, a number of initiatives were completed across the Centres. This is being continually reviewed as part of our commitment.

On going development of the safeguarding children, vulnerable adults, enhanced further with EDUCARE Legacy Leisure's - eLearning safeguarding module purchased by Legacy Leisure for its staff.

Development of the Modern Apprenticeship scheme to create career pathways in the leisure centres.

Capital investment to improve and upgrade facilities and equipment in general via partnership with RBWM

Development of online training with Human Focus that utilises an online video based training system to ensure a higher consistency and quality of staff training.

Further partnership working with key external stakeholders i.e. National Governing Bodies, youth services, primary care trusts, police and care facilities

Development of marketing material to promote and create greater awareness of the leisure centres' services and implementation of social media as a marketing platform.

Working in partnership with the dual use schools to reduce energy consumption. Continue to monitor trends within the industry.



## 6.0 ANNUAL PERFORMANCE

### 6.1 Customer Usage

Legacy Leisure remains committed to reducing its carbon footprint and reinforcing and improving its EMAS 14001 Accreditation. Throughout the year there has been implementation and development on a number of key objectives:

- Continued to monitor smart meter data to review consumption and identify best practice.
- Energy surveys have reviewed to make improvements in energy management and carbon reduction
- Cafe operations changed products to reduce plastics
- Internal action plans for energy management.
- Carried out overnight audits for energy consumption

## 7.0 TRAINING

The training includes National Pool Lifeguard Qualification modules to maintain the lifeguard qualification and ROSPA Competent Persons course for key personnel. Legacy Leisure has also delivered a number of training sessions for its staff across the contract including:

- Customer service training
- Human Focus training
- Sales training
- Disability awareness training
- Website functionality training
- Health and safety training
- Educare - Safeguarding training
- Aquazone and direct debit brand training
- Environmental training
- Human resource training
- Fire warden training
- Booking systems & online booking training
- Succession training
- Finance and budget training
- Social media training
- Lifeguard behaviour training
- Pool managers workshop training



## PAST AND FUTURE EVENTS



**19TH & 20TH FEBRUARY**

# WACKY WORLD

**WINDSOR**

SPLASHING INTO  
**MAGNET LEISURE CENTRE**  
 PEARCE SUITE THEATRE



**H2GLO**  
 A UV PUPPET ADVENTURE

**SATURDAY 26TH OCTOBER** DOORS OPEN 12.30PM SHOW 1PM  
 TICKETS £8 EACH

BOOK TICKETS NOW 01628 685316  
[www.leisurecentre.com/pearcesuitetheatre](http://www.leisurecentre.com/pearcesuitetheatre)

# The Ultimate 80s Party Night

"not club nights, just great parties"

**I Love 80s**

**SAT 12TH OCT**

**7.30pm - 12.30am**  
 Tickets £11.50\*

**Tropicana Nights**

For tickets please visit: [tropicananights.co.uk](http://tropicananights.co.uk) or [eventbrite.co.uk](http://eventbrite.co.uk)

**Eventbrite**

**MAGNET LEISURE CENTRE**

Twitter Instagram YouTube Pinterest Facebook

#JOURNEYTOTHE TOP NOVICE THAI BOUT #WINDSORFIGHTNIGHT



**JOURNEY**

**ALEX STEWART VS EDD HEMMINGS**

**17th FEBRUARY 2018**

# WINDSOR Leisure Centre

CLEVER MEALS, STOWELL ROAD, WINDSOR SL4 4LN

**dogs**

**WINDSOR LEISURE CENTRE**

**BRAYWICK PARK SPORTS CENTRE**

Braywick Sports Ground, Braywick Road, Maidenhead, SL6 1BN  
T: 01628 633 200

**CHARTERS LEISURE CENTRE**

Charters Comprehensive School, Charters Road, Sunningdale, SL5 9QY  
T: 01344 628 686

**COX GREEN LEISURE CENTRE**

Highfield Lane, Maidenhead, SL6 3AX  
T: 01628 685 311

**FURZE PLATT LEISURE CENTRE**

Furze Platt Senior School, Furze Platt Road, Maidenhead, SL6 7NQ  
T: 01628 308 296

**MAGNET LEISURE CENTRE**

Holmanleaze, Maidenhead, SL6 8AW  
T: 01628 685 333

**MARLOW ROAD COMMUNITY CENTRE**

Marlow Road, Maidenhead, SL6 7YR  
T: 01628 685333

**WINDSOR LEISURE CENTRE**

Clewer Mead, Stovell Road, Windsor, SL4 5JB  
T: 01753 778 577