

Quest Mystery Visitor Report

Details of Mystery Visit at:	Worcester Pool and Fitness Centre	
Operating organisation	Leisure Connection	
Date(s) of Visit	Sunday 6 March 2011	Saturday 12 March 2011
Time(s) of Visit	2.45-4.30pm	12.00-14.20pm
Facilities viewed	<ul style="list-style-type: none"> • Main Pool • Learner Pool • Changing Area. 	<ul style="list-style-type: none"> • Sauna • Steam Room • Relaxation Area • Fitness Suite • Dance Studio • Spectator Gallery.
Activities undertaken	<ul style="list-style-type: none"> • Swimming • Vending. 	<ul style="list-style-type: none"> • Sauna • Steam Room • Vending.

Management Issue	Best Practice Principle	Score out of 4	Management Issue	Best Practice principle	Score out of 4
FOP 2 Cleanliness	BPP4	3Error! Reference source not found.	FOP 7 Changing Rooms	BPP1	3
FOP 3 Housekeeping & Presentation	BPP4	3	CR 1 Customer Care	BPP2	2
FOP 3 Housekeeping & Presentation	BPP6	1	CR 1 Customer Care	BPP6	4
FOP 3 Housekeeping & Presentation	BPP7	3	CR 1 Customer Care	BPP7	3
FOP 4 Maintenance	BPP8	2	CR 5 Bookings & Reception	BPP3	3
FOP 6 Environmental Management	BPP5	3	CR 5 Bookings & Reception	BPP4	3

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me elements of the Mystery Visit have been scored on a 1–4 basis.

1 = Poor, 2 = Fair, 3 = Good, 4 = Excellent

These are shown within the report in the boxes and represent the views and observations of the Mystery Visitor during their Visit. The scores will be used by the Assessor and represent up to 7% of the total Assessment score.

Context of Visit:

I visited the Centre on two occasions, first with my children to go swimming and the second time by myself to use the Sauna and Steam Room. Both of the visits were in the afternoon when the weather was dry. On the second visit the Centre was much busier as children's swimming lessons were operating in the Pools.

The vending machines were tested on both visits

There were no sessions in the Dance Studio on either visit and on the second visit I was the only customer in the Sauna and Steam Area.

Facilities Operation

FOP 2 Cleanliness

Quest Best Practice

- The level of cleanliness is visibly acceptable, taking due account of customer expectations
- There are high standards of hygiene in critical areas
- Customers are not put at risk or inconvenienced as cleaning takes place.

BPP4. The standard of cleanliness of the facilities is visibly acceptable.

For the standard of cleanliness on the day I would score **3**

The standard of cleanliness was considered to be good on both visits.

Good examples of cleanliness included:

- the Poolside Areas were clean and tidy
- the Sauna and Steam Room were clean
- the Dance Studio was clean and free from litter
- the Relaxation Area was clean tidy and free from litter
- the floors and walls on the lower ground level were clean
- the Fitness suite was clean and well presented.

Examples of poor cleanliness included:

- the glazing around the Centre needed cleaning particularly between the Fitness Suite and the Main Pool
- the vents by the Spa and Steam Room were dirty
- there were a couple of pieces of litter on the Spectator Gallery

- there were a couple of pieces of litter in the Sauna Area
- there was a paper cup on the floor by vending machines.

The last two points were not rectified for the duration of my second visit.

The Changing Area and Toilets will be discussed in detail later in this Report under FOP 7.

I did not observe any standards of cleanliness displayed and there were no inspection sheets evident in any areas. However, I did see signs around the Centre stating that if customers were not satisfied with the standard of cleanliness they should report it to staff.

FOP 3 Housekeeping and presentation

Quest Best Practice

- The facilities are presented in a fit and tidy state, reflecting general pride in the provision by the organisation and the Staff
- Signage, accessibility and security are all effective.

BPP4. All customer accessible areas are clean, tidy and safe for use.

For the presentation of areas seen by customers I would score **3**

BPP6. External signage is clear and effective.

For the external signage I would score **1**

BPP7. Accessibility to the Centre and transport arrangements meets customers' needs.

For accessibility and arrangements for transport I would score **3**

On both visits I felt that the housekeeping and presentation of the Centre was good, but there were a number of yellow warning stands on floors that did not appear to be serving a purpose. I also felt that the area around the vending machines was a little constricted by the table positioned close to the hot drinks machine. It was awkward to get to when someone was sitting at the table.

There is no apparent directional signage for this Centre even within a few hundred metres and this is further exacerbated by the lack of a clear route to the Car Park.

The Car Park is free and on the first visit was about a quarter full and on the second visit there were only a couple of spaces left. There were automatic barriers on the entrance and exit of the Car Park. On both visits the area was tidy and free from litter. As the visits were undertaken during the day I was not able to determine whether lighting in this area was sufficient, though closed circuit television (CCTV) was in operation both inside and outside the Centre. There were parking bays for people with disabilities, which were clearly marked on the tarmac.

There were signs for Reception from the Car Park, which led to a walkway at the side of the Centre.

External Areas were generally tidy and well maintained, but I did notice graffiti on a wall at the side of the building and some more on the Centre sign by the road. To the left of the entrance door there were numerous bicycle racks.

There were turnstiles and an access gate at Reception, both on the entrance and exit. The gate was opened for us on the first visit and on the second visit it was left open. All customers have to pass Reception to gain entrance to activity areas. I was not given a receipt for any of the activities undertaken at the Centre and I was never asked to produce one by any staff.

The internal directional and facility signage was consistent in terms of style and design and I found it easy to navigate around the Centre. I did see staff in all areas except on the first floor.

The following areas were left unlocked and open at the time of the visit:

- the storage area between the vending machines
- the Dance Studio
- the Machine Room.

The body pump equipment and sound system were accessible in the Dance Studio.

FOP 4 Maintenance

Quest Best Practice

- Maintenance is based on an effective preventive approach to ensure customer enjoyment and safety
- Repair requests are actioned promptly within an effective system
- The facilities are well maintained within the constraints of the Centre's age and structure.

BPP8. The facilities are visibly well maintained.

For the standard of maintenance I would score **2**

I found the standard of maintenance to be fair considering the age of the Centre.

The following observations were made:

- there were two light diffusers missing in the Dance Studio
- there was a piece of tape on the floor in the Dance Studio
- there were holes in the ceiling above the vending machines where previous fittings had been removed
- the wooden slats above the comment box prior to the Changing Area were stained
- the bottom on one of the doors prior to the Changing Area had a large amount of tape on it
- there were several spot lights out in the ceiling above the Vending Area
- a piece of film had peeled off on the first glazed unit in the Spectator Gallery
- in the Male Toilets, one of the toilet roll holder covers was loose
- the floor tiles were coming up in the Disabled Toilet on the first floor
- one of the vent covers was missing in the seating area to the Teaching Pool
- one of the vent covers was missing over the Teaching Pool
- there were some minor cracks to the windows overlooking the Teaching Pool
- the water cannon overlooking the Fun Pool appeared to be redundant
- a light was out in the rest area by the Steam Room

- the paint had peeled of the ceiling over the Steam Room
- the Spa was out of action
- the Sauna Door was dragging on the tiled floor as it was opened and closed
- the Sauna cabin was quite blackened inside.

FOP 5 Equipment

Quest Best Practice

- Suitable, sufficient and well-maintained equipment is available for use
- A range of equipment is provided to allow and meet programming variety
- Safety in use is achieved.

There was a good display and range of resale items outside the entrance to the Fitness Suite. It was attractively displayed and well presented. I checked a number of items and found that prices were displayed on the tags.

The vending machines were located by the Reception Area and provided a variety of food and drinks. I tried to use the hot drinks machine, but there were no cups available and I could not find a price displayed. All of the other machines were well stocked and worked when tested. They gave change. I found the price of the snacks to be a little on the expensive side.

I noted that there were no healthier choices in the snacks machine.

The exteriors of the machines were clean and I found no real dust on the top of them.

In the Fitness Suite there were numerous items of cardio-vascular and resistance equipment available. They appeared to be in good condition including the upholstery.

The floats and balls that were in use in the Teaching Pool were fit for purpose and my children enjoyed playing with them.

I saw a member of Staff setting out the starting blocks for the swimming club. They were in addition to the Lifeguards supervising the Pool.

FOP 6 Environmental Management

Quest Best Practice

- Planning ensures that environmental factors in customer/staff-sensitive areas are managed and controlled
- Reasonable temperatures, lighting and ventilation for sporting, social and Staff areas is achieved
- Use of utilities is managed and reduced where possible as part of an overall environmental management approach
- Sensible initiatives contribute to lessening the impact of the facilities on the environment.

BPP5. Environmental conditions are good throughout the Centre.

For the environmental conditions I would score 3

Environmental conditions were generally good on the first visit.

Temperatures appeared to be conducive and comfortable around the Centre. I found the temperature of both pools comfortable, though my children preferred the Teaching Pool. Thermometers were evident in a couple of places in the Centre. I observed a Lifeguard taking a sample of water from the Teaching Pool.

On the second visit I found the temperature of the Sauna and Steam Room was nowhere near warm enough and I complained to the Duty Manager. The corridors and Changing Areas on the lower ground floor were cool. The showers near the Sauna took several minutes of running before the hot water came through.

The lighting was generally good around the Centre with the exception of the Sauna Area, which I felt was dimly lit and made it look less inviting. This was also the case outside the lift on the Reception level.

There were air conditioning units in the Fitness Suite and Dance Studio.

Good examples of the Centre demonstrating its commitment to managing the environment better were as follows:

- showers and taps were push button controlled

- there were water management systems for the urinals
- some of the leaflets advised customers to save paper by viewing them online.

I did not see any Pool covers or evidence of recycling in the Centre, with the exception of a bottle bin in the Fitness Suite. I do not recall seeing any utility usage, targets or action displayed anywhere in the Centre.

An Environmental Policy Statement was displayed in the Lobby Area along with the Energy Certificate, which gave a rating of "C".

FOP 7 Changing Rooms and Toilets

Quest Best Practice

- Changing Rooms and toilets are comfortable, appropriate and clean
- Changing Rooms and toilets are regularly inspected, cleaned and stocked
- Changing Rooms and toilets are equitable, accessible and family friendly.

BPP1. Hygiene and cleanliness are maintained throughout all levels of use.

For the levels of hygiene and cleanliness in Toilets and Changing Areas visited I would score **3**

I found the Changing Areas and Toilets across the Centre to be generally clean and tidy.

The entrance to the Pool Changing Room was clearly signed.

The Changing Area was large and provided numerous cubicles for customers to change in. There were also larger cubicles and a couple of smaller rooms by the bank of lockers. After entering the Changing Area there was a smaller area with some bench seating and three hand driers positioned at different heights for drying hair. There was a sign stating that no outdoor shoes should be worn past this point, but the pool overshoe dispenser was empty. The lettering on the sign had bits missing.

We used one of the many group cubicles available. I found there was easily enough space for me and my two children to change. There were baby changing tables and mats in some of the larger cubicles. Nappy bins were provided in Changing Rooms. There was some dust on the tops of cubicle ledges.

There was some tape marks on the mirrors by the family cubicles and I noticed that the unit underneath was starting to come away from the wall.

Some of the blue paint was peeling off the walls in places.

The Male Toilets off the Changing Area were clean and tidy, particularly the sinks and urinals, but there was a smell of urine. There was sufficient soap available in the dispensers and toilet paper in the cubicles. The floors were clean throughout this area. The urinals were at a level

appropriate for children and there was a wall mounted baby change unit, but the sinks were difficult for my 6 year old son to reach. There was a piece of litter on the ledge above the sinks. The toilets were clean, but one of the cubicles was poorly lit.

The hand drier worked in this area.

The shower area was clean and all the push-button showers worked well, but a number of them leaked at joints on the pipe work. There were some black marks on the ceiling above the showers and one of the tiles had been replaced with boarding.

The lockers area was clean and tidy. The lockers were clean, well presented and large enough for our belongings. The lockers cost 20p to use and the ones tested all worked. All had the wristband attached. There were a couple of pieces of litter on the bank of lockers. This remained for the duration of the visit.

The Sauna and Steam Room Changing Area was clean and tidy, but the lockers were rusting badly at the bottom. The mirrors were clean and the hair driers worked. Only one of the three cubicles had a catch on the lock mechanism. One of the toilets near the Sauna had some staining on the bowl and there was no soap in dispenser or paper hand towels available. This was also the case in the Disabled Toilet in this area. There were some body fats on the wall tiles in the showers and some grime in drain channel by the cold showers.

FOP 8 Health and Safety Management

Quest Best Practice

- The Centre has an up to date and specific Health and Safety Policy and management programme
- Management and the workforce are aware of and undertake their responsibilities in health and safety proactively
- Customer and Staff safety is a priority in all facilities.
- rescue equipment was in place and the location of the First Aid equipment was clear
- clear depth markings on Pool surrounds
- barriers on exiting Changing Areas to deter customers from diving or running straight into the Pool
- safety signage was observed
- rules for Pool use were displayed
- there was a regular rotation of Lifeguards
- a fitness 'code of practice' was displayed in the Fitness Suite
- evacuation chairs were in place by the stairs
- fire fighting equipment was observed throughout the Centre
- customers are required to undergo an induction prior to using the Fitness Suite
- emergency exit routes were clear and signed
- there were alarm points in the Sauna and Steam Room
- guidelines on safe use of Steam Room, Sauna and Spa Pool.

Prior to entering the Centre there was a free standing banner display, which had fallen over. This could have been a trip hazard, but later on in the visit I noticed it had been stood up against the building.

The alarm cord had broken in the Disabled Toilet in the Sauna Area potentially putting it out of reach of some customers with disabilities.

On entering Poolside I observed three Lifeguards on the Main Pool; one by the entrance to the Changing Rooms, one on the high chair on the other side of the Pool and one stationed by the Fun Pool. There were 10 customer in the Fun Pool and 6 in the Main Pool. In the Teaching Pool



one Lifeguard observed the Pool from sitting in the standard chair or the chair used for people with disabilities. I noted that the Lifeguards appeared to rotate positions every 15 minutes. All of the Lifeguards appeared to be alert.

Customer Relations

CR 1: Customer Care

Quest Best Practice

- Quality standards of customer service are defined and delivered consistently by all Staff
- Staff are trained to provide customers with information, assistance and sell services proactively
- All Staff are empowered to make on-the-spot decisions about customer service
- Customers have equal access and opportunity to services and facilities.

BPP2. A clear set of relevant and measurable standards of customer care are displayed in key areas.

For the display of clear standards of customer care I would score **2**

BPP6. Staff are professionally dressed, clearly identifiable and accessible to customers.

For the presentation and profile of Staff seen I would score **4**

BPP7. Staff are generally helpful and pleasant, and respond positively to enquiries and sales opportunities.

For Staff observed identifying and attempting to match customer needs I would score **3**

The Customer Charter was displayed in the Lobby Area. I did not see it displayed elsewhere in the Centre.

Members of Staff were clearly identifiable.

I observed the following:

- the Duty Managers wore blue polo shirts and blue tracksuit bottoms
- the Lifeguards wore yellow polo tops and blue shorts/tracksuit

- the Aquatic Coaches wore blue polo shirts and blue tracksuit bottoms, with their job title on the back of their tops
- the Sales Advisor wore a formal blue shirt and dark trousers.

They were all wearing name badges with the exception of a couple of the Lifeguards.

Whilst in the Teaching Pool I asked one of the Lifeguards if they did Pool parties. He said they did, but he was not sure of the detail so suggested I ask at Reception after swimming. Later I asked another Lifeguard if they did a Sauna and swim as I was thinking of doing this on my next visit, he was unsure about this and even when he asked another Lifeguard he was unable to help, so they suggested I ask at Reception. On both occasions the Lifeguards were polite, but I was a little disappointed by their lack of knowledge on relatively simple enquiries.

Later in the visit I asked at Reception how much it was to join the Fitness Suite. The Lifeguard behind the desk said that I should speak to Nick the Sales Advisor, but I would have to wait as he was currently showing a group of customers around the Fitness Suite. The Aquatic Coach standing nearby said he would inform Nick and asked me to wait.

After ten minutes Nick arrived and introduced himself. We sat at a table by the vending machines and he went through payment options and benefits, including vouchers for activities. He offered me a free pass for four days and said he would contact on Thursday to see how I had got on. I was impressed with Nick's demeanour and he came across as knowledgeable and professional. Praise should also go to the Aquatics Coach who brought over some leaflets to look through whilst I was waiting.

On Thursday 17 March 2011 at 10.53am I was contacted by Nick the Sales Advisor on my mobile phone. I could not answer the call at the time so he left a message asking if I had managed to use the free pass and offering to extend it if I had not. He asked me to contact him at the Centre if I was still interested in membership. His phone message was upbeat and friendly.

Access and provision for Disabled customers included:

- dedicated car parking
- a Pool hoist
- dedicated changing and toilet provision
- lower counter access at Reception
- ramped areas up to Reception
- a small lift from the first floor to the Spectator Gallery

- a lift
- automatic entrance doors
- accessible entrance by turnstiles.

CR 2: Customer Feedback

Quest Best Practice

- Customer comments and feedback are actively encouraged by all Staff and acted upon. They are seen as an opportunity to improve and help drive improvements for customers.

Customer feedback was tested in both written and verbal capacity.

Date and type of comment	Contact name	Details	Response
Sunday 6 March 2011 Verbal Comment	None given	On leaving I mentioned to the Duty Manager that the Male Toilets smelt a bit of urine.	The Duty Manager was very apologetic and asked the Lifeguard present to go and check it out.
Saturday 12 March 2011 Verbal Comment	None given	After half an hour in the Sauna and Steam Room I made my way to Reception and complained to the Duty Manager about the temperature of the Sauna and Steam Room	The Duty Manager said he would come and have a look. Within a couple of minutes he had checked in both areas.
Saturday 12 March 2011 Comment Form	Dave Weatley	Prior to leaving I completed a comment form regarding the temperatures in the Sauna and Steam Room. I ticked for a response by the Centre Manager.	I had not received a response by Monday 21 March 2011.

Following my complaint and after checking the Sauna and Steam Room the Duty Manager explained that the temperature panels appeared to be correct, but he had just turned both of them up. He suggested that if it became too hot I should let him know. His manner was friendly and helpful. After I had finished I returned to Reception and told the Duty Manager that there had been little difference to the temperatures. He apologised for this and said that when I come next time I could have it half price if I mentioned it on arrival. I did not see him record this anywhere or take my details, so it was not clear how other staff would be informed. Another Duty Manager standing next to him said that he would go down and check again.

I was disappointed that I had not received a response to my completed Comment Form.

There was a comment box situated on a poster board just inside the entrance to the Changing Area. There were comment forms available but no pens. I did not see any other forms or boxes displayed elsewhere in the Centre. This made me question whether customers would be aware of how to provide feedback to the Centre, particularly if they did not use the Changing Rooms.

The poster board included information on comments received and actions taken by the Centre. This information had been updated in January 2011. One of the complaints referred to the showers in the Female Area being cold. The response from Management was to repair the thermostat. Another complaint mentioned that the shower head was broken and the response from Management explained that this had now been replaced. There were also a couple of comments praising members of staff.

There did not appear to be any evidence of customer forums in place at the Centre.

CR 4: Marketing

Quest Best Practice

- Strategic and planned marketing activity is documented, which the Centre uses to identify, plan and cost all marketing activities
- Accurate, attractive and up-to-date information is provided for the local community/target markets through a variety of methods
- A variety of promotional methods are used within the budgetary constraints of the Centre to increase income and usage
- The organisation operates to a clear pricing policy, which seeks to ensure that subsidy is targeted effectively and is reviewed regularly.

The quality of the promotional literature was good and of a high standard.

The leaflets were well organised in display holders on a wall towards the lift, but I felt these could have been displayed in a more prominent location. I did not see leaflets being displayed elsewhere in the Centre although I could see a few on the Reception desk. The following leaflets were available:

- aquatic youth club
- swim school prospectus
- swimming lesson application form
- Pool programme
- private one to one lessons
- group exercise programme
- great parties for children
- can your child swim?

Other observations were:

- the leaflets were of a consistent style and design
- logos for Harpers, Worcester City Council and Leisure in the Community were on all the leaflets/flyers
- the Harpers fitness website and email address was on all leaflets/flyers
- the group exercise programme and parties leaflet were black and white photocopies.

A number of posters boards were displayed throughout the Centre promoting:

- membership
- personal training
- swimming lessons.

Signage throughout the Centre was consistent and a number of poster boards were clearly signed as information points. However not all the poster boards were consistent in terms of style/design and a number had no clear header and were under-utilised.

Banners promoting activities and memberships were displayed underneath the rail on the Spectator Gallery. I thought this was a practical and effective way to promote activities. The banners could be clearly seen from the Poolside .

I did not see activity prices displayed and I did not find this information included in a leaflet.

CR 5: Bookings and Reception

Quest Best Practice

- The administration system for bookings is customer-friendly and provides a range of opportunities for one-off (non-casual) bookings, and effective regular bookings
- Customers needs are fully clarified and actioned through to completion of booking
- The Reception service operates in a smooth manner with skilled, knowledgeable Staff providing prompt attention to customers and first time visitors.

BPP3. The Reception area is accessible, welcoming and customer friendly.

For the welcome at Reception I would score **3**

BPP4. Reception Staff are well presented, professional, friendly and helpful.

For the approach and attitude of the Reception Staff experienced over the telephone and observed during the MV I would score **3**

The Reception desk was quite small, as was the area behind it, but it appeared to be tidy and organised.

There were no queues at the time of either visit and I was served promptly.

On the first visit asked if I could pay by card and the Receptionist said I could. This process was completed quickly and I was provided with the card receipt, but not a VAT receipt. The Receptionist did not ask if I required change or if I knew my way to the Changing Rooms, though his manner was pleasant throughout.

On the second visit I asked for Sauna and Steam Room and the Receptionist had to ask other staff standing nearby if the Sauna was working. They confirmed it was. He also had to ask them what the price was for the Sauna. They confirmed it was £4.00. He was then able to process my payment. He did not ask if I required change or if I knew my way to the Sauna Area. I was disappointed that a member of staff appeared to lack the basic knowledge needed to process a simple transaction.

I observed on both my visits that other Staff would hang around Reception when off the Pool. One time there was a discussion about covering rotas, but for the majority of conversations were not work related. I felt this was a distraction for the Receptionist and looked a little unprofessional.

Payment is made on a 'pay as you play' basis and can be made by credit/ debit cards.

I did not hear any public announcements, though I did hear music playing through the sound system.

Lost property was tested by a telephone call (see below for details).

The following telephone calls were made prior to and after my Visit using the following telephone number:

- 01905 20241.

Date and time of call	No of rings	Response	Comments on friendliness, attitude, approach & professionalism
Sunday 6 March 2011 1.00pm.	Two.	Good morning, Worcester Swimming Pool and Fitness Centre, Rich speaking, how may I help you?	I rang the Centre to enquire about swimming times on the day of the Visit. I was given precise and confident information about what was on offer that day. He gave the price of £1.75 for children and £3.50 for adults. His manner was friendly and helpful.
Saturday 12 March 2011 10.20am.	Four.	Good morning, Worcester Swimming Pool and Fitness Centre, Luke speaking, how may I help you?	I asked if the Sauna and Steam Room was open and how much it cost. The Receptionist said that it was open from 11am and that the price was £4.00. His manner was friendly and helpful.
Monday 14 March 2011 8.05pm.	Four.	Good evening Worcester Swimming Pool and Fitness Centre, ***** speaking, how may I help you?	I enquired about a lost Ipod shuffle and gave a description. The Receptionist asked me when I had visited and what facilities I had used. She said that she would check for me and after a few moments came back on the line and explained nothing had been

			found.
Wednesday 23 March 2011. 6.35pm	Five.	Good evening Worcester Swimming Pool and Fitness Centre, ***** speaking, how may I help you?	I explained that my daughter was interested in taking part in the fitness classes, but that she was only 14 years old and I wanted to know if this would be ok. The Receptionist suggested that I should speak to Sam.

All calls were initially answered by an automated service, which gave options including:

- Pool and Fitness Suite opening times
- sales enquires for membership
- swim school enquiries.

Call 3 – The Receptionist took my details in case it was found. She also said that she would ask the staff to do a search of the Changing Rooms. I felt her manner was friendly, helpful and she appeared to empathise with my situation.

Call 4 – The Receptionist said that Sam was dealing with a customer and asked me if I would hold for a few minutes. Within a few minutes Sam came on the phone and said that my daughter would be able to take part in the exercise classes. He detailed the reduced pricing for students and also explained the benefits of membership. He suggested that I arrange to come to the Centre with my daughter and he could arrange a 7 day pass.

Staffing

STAF 1 Staff Supervision and Planning

Quest Best Practice

- Staff are appropriately trained, qualified and in sufficient quantity to deliver the standard of service promised to customers
- Plans ensure that Staff absences can be covered and facilities/activities are not restricted through Staff absence
- Shift patterns include time off shift for meetings, training and personal development of Staff
- All employment legislation and statutory regulations are adhered to.

There appeared to be sufficient staffing levels.

On the first visit there appeared to be the following staff:

- one Duty Manger
- five Lifeguards.

On the second visit there appeared to be:

- one Duty Manger
- five Lifeguards
- two Aquatic Coaches
- one Sales Advisor.

On both visits a Lifeguards also acted as the Receptionist.

There was a sign displaying the name of the current Duty Manager. In the Fitness Suite the Personal Trainers had their profiles and qualifications detailed on a board. I did not see any other display of training or qualifications.

The Staff observed were friendly, pleasant and appeared to be contented in their work.

Service Development and Review

SDR 2: Programme Development

Quest Best Practice

- The programme of activities is designed to meet the Centre's aims and objectives
- The programme is dynamic, innovative and responsive to the requirements of the customers and potential customers
- Activities contribute to sports development, active health, education, safety and security within the community
- The programme considers the various types of user and use to ensure that it is balanced and promotes equality of access.

There appears to be a balanced programme of use for a range of groups within the community. There is a good mix of casual and coached activities.

Activities for children included:

- children's parties
- junior Fitness Suite
- swimming lessons
- inflatable fun session
- aquatic youth club
- toddler splash.

There is a disability swimming session on Saturdays from 5-6pm and a swimming club who have regular sessions throughout the week. The Main Pool was open from 7am for fitness and early morning swimming. There were adults only and family sessions in the Pools, along with 50+. Some of the sessions had to be booked in advance.

It was unclear if an exercise referral scheme was in operation at the Centre.

SDR 5 Information and Communication Technology

Quest Best Practice

- Information and Communication Technology is managed legally and safely
- All information and data is used, managed, and stored/recovered securely.

I typed the Centre's name into the search engine and the first listing was for the website www.harpersfitness.co.uk. When I clicked on this it took me to the home page for the Centre. It stated that it was an L shaped Pool with diving boards, though the boards themselves were no redundant with the exception the spring board.

The home page also contained further links to:

- opening times, address and contact details
- facilities
- functions
- timetables and brochures
- personal training.

There were other links at the top of the page for:

- memberships
- swimming
- children's activities
- events
- shop.

The links appeared to be generic across the Leisure Connection brand rather than specific to the Centre. Some of these had online enquiry forms included. I did not see any reference to online bookings. When clicking on the personal training page a video was shown on the benefits and there was a testimonial from a customer. There was a web link to register for news updates.

The timetables and price list leaflets were available to download.

Overall I found the website to be bright and well presented. It was very easy to navigate around the pages and I found the information between the internet and leaflets to be generally consistent. There was a later version of the group exercise programme available to download than the one at the Centre. There was a change on Saturday with fitness yoga being replaced by mat pilates.

I did not see a photography policy displayed anywhere in the Centre although it was included on the swimming timetable leaflet.

SDR 6 Continuous Improvement

Quest Best Practice

- Performance measurement, feedback and process reviews are used as a basis for continuous improvement
- Improvement planning forms the basis for ongoing and actual continuous improvement.

The following external awards were noted:

- Quest
- IQL Accredited Training Centre

Summary of Mystery Visitor's Findings

I found the Centre to be generally clean and tidy on both visits, particularly the main activity areas. However, the few pieces of litter I observed were not removed during the visit, so it is not clear how robust the inspection and monitoring system is. The staff were all well presented and helpful with enquires and the complaint. The Sales Advisors were particularly well briefed, consistent and professional. I felt that the Lifeguards could have been a bit more knowledgeable about basic information. There are a number of maintenance issues and I felt that the Sauna, Steam and Spa were a little isolated which may deter use by female customers.

Overall I enjoyed both Visits and I would recommend the Centre to my friends. However, I would only use the Sauna and Steam Room if the temperatures were higher than on the day of the visit.

Key strengths:

- positive response to sales opportunities
- response to verbal complaint/comments
- speed and consistent greeting on telephone answering
- well presented staff
- general cleanliness and housekeeping
- presentation of the Fitness Suite
- marketing material.

Key areas for improvement:

- response to comment form
- inspection and monitoring
- maintenance issues
- the knowledge of Lifeguard relating to basic enquiries
- display of Customer Charter throughout Centre

- local signage to the Centre and route to Car Park.