



**Prosperous Communities**

**29 January 2019**

**Subject: Leisure Contract Implementation**

Report by:	Mark Sturgess – Executive Director of Operations
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Purpose / Summary:	To report on the implementation of the Council's leisure contract and progress to date.

**RECOMMENDATION(S):**

1. Members support the contents of this report and the work undertaken since the award of the leisure contract
2. Members, having considered the recommendation from Challenge and Improve Committee, agree to receive a further report at the end of Year two of the contract which monitors performance of the agreed targets.

**IMPLICATIONS**

**Legal:**  
**None arising**

**Financial : FIN/190/19**  
**None arising**

**Staffing :**  
**None arising**

**Equality and Diversity including Human Rights :**  
**None Arising**

**Risk Assessment :**  
**None arising**

**Climate Related Risks and Opportunities :**  
**None arising**

**Title and Location of any Background Papers used in the preparation of this report:**

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

*i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)*

**Yes**

**No**

**Key Decision:**

*A matter which affects two or more wards, or has significant financial implications*

**Yes**

**No**

## 1. Background

- 1.1 As leisure is a non-statutory service, and with increasing pressure on Council budgets, back in 2015 the Council began to look at cost effective solutions for continuing to provide a leisure service, and ways to deliver tangible health benefits. This work was extensive and included an independent leisure options review, feasibility studies and a Member workshop which resulted in a Procurement Strategy being developed.
- 1.2 Members of Prosperous Communities considered and agreed the main principles and outcomes of the current leisure contract on the 8<sup>th</sup> December 2015 and 19<sup>th</sup> July 2016.
- 1.3 Following a full OJEU procurement process Members of Corporate Policy & Resources awarded the contract to Everyone Active on the 11<sup>th</sup> January 2018. The new contract provides for:
  - a) Refurbishment of West Lindsey Leisure Centre including the development of a health and wellbeing hub;
  - b) Development of a new dry leisure facility in Market Rasen;
  - c) Employment of an Active Communities Manager;
  - d) Launch of a district wide outreach service
- 1.4 This report was called in by Challenge and Improve Committee on the 8<sup>th</sup> January 2019. Members of the committee considered the report and recommended that a more appropriate time to receive a further report would be at the end of year one of the contract. Year one of the contract, which ends in May 2019, provides for the collection of baseline information from which improvement targets will be set for year two. As such this will be the first opportunity to report on the performance of the contract against the contracted outcomes.
- 1.5 Further to this Assurance Lincolnshire have carried out an audit of the leisure contract procurement process, including the contract award. At a meeting of Governance and Audit on the 15<sup>th</sup> January 2019 Assurance Lincolnshire reported that:

“The overall management of the procurement process was handled well and effective decisions were made. This included the decision to refurbishment the bowls hall which will ensure that there is a multiactivity venue available for all residents throughout the year. The Council achieved a successful outcome and at all times complied with relevant regulatory requirements. The process was robust and risks were managed”.

## 2. Contract implementation

### 2.1 Contract price

The contract provides an average annual income of £136k for the Council. In addition the capital used to refurbish West Lindsey Leisure Centre will be repaid plus 4% interest over the lifetime of the contract. These amounts are covered by a payment schedule as part of the contract and, as a result of the contract award, the overall benefit to the Council over the lifetime of the contract is £2.477 million.

### 2.2 Refurbishment of West Lindsey Leisure Centre

Refurbishment of West Lindsey Leisure Centre began at the commencement of the current contract on the 1<sup>st</sup> June.

The first phase of works included the development of the health and wellbeing hub. This was completed in September and the centre held a very successful official open day which was hosted by Sir Colin Jackson.

The development of the health and wellbeing hub replaced the indoor bowls facility at the leisure centre. In the period between the contract award and the commencement of the contract, both Members and Officers worked hard to limit the impact on affected users. Several options were identified and offered including signposting to alternative facilities and incorporating a dedicated short mat area within the leisure centre. These offers were not taken up and the bowls club have continued to explore opportunities for alternative provision within the town.

Whilst this did generate some negative publicity, the feedback since the health and wellbeing hub opened has been extremely positive. The hub not only contains traditional cardio and weights gym equipment, but has a toning suite which provides rehabilitation activity for cardiac patients and those recovering from other illness and injuries.

The health a wellbeing hub has been operational since September, below is a comparison of the recorded visits to this area to date compared to the previous year when the area was in use as a bowls hall:

Month	Health & wellbeing	Bowls
September	12,553	392
October	14,074	614
November	12,996	709

Below are a sample of the feedback received from users of the health and wellbeing hub:

Stef & Millie

'Never felt we could do this but it's the best we have felt in a very long time. We come at least 6 times a week and has given us a new lease of life'

Helen

'Cracking facility, great for my shoulder rehabilitation'

Sean

'A lovely environment, a relaxed atmosphere where you are exercising and meeting new friends, feel 100% better already'

Wider refurbishment of the centre was completed in mid-December and has included:

- A new spin studio which includes both instructor led and virtual classes. This has increased the numbers of classes and opportunities available from an average of 3 classes a day to 15, allowing customers to undertake activity at a time convenient to them. This is particularly valuable for shift workers.
- New group exercise studio and equipment which also hosts instructor led and virtual classes
- Refurbished dry changing rooms
- Refurbishment of poolside and wet changing rooms including new showers and toilets
- Installation of new steam, sauna and salt rooms.
- Development of dedicated Active Seniors hub
- Introduction of Easyline equipment specifically for rehabilitation activities and use by young and older users.
- External improvements to the front of the centre. The remaining external paintwork will be completed by the end of February 2019.

All of the refurbishment taken place whilst the centre has remained operational and Everyone Active have worked hard not to disrupt activities. For example poolside and some wet changing improvements have taken place overnight.

The GP Referral scheme operated at West Lindsey Leisure Centre continues to grow and, in partnership with John Coupland hospital, the cardiac rehabilitation classes continue to be popular. These classes have been vital in getting residents with heart conditions back into exercise and providing a sustainable plan for them to continue to be active.

A number of small group training sessions have been offered. These are six week, intensive training groups focussed specifically on weight management and developing a leaner and fitter physique. The next programme is due for launch in January 2019.

Everyone Active has a subsidiary company, Everyone Health. Through this delivery arm they have been working with local partners and other health and wellbeing services across the District to identify a range of programmes to be offered including smoking cessation, weight management and diabetes prevention. This information is currently being collated and a grand launch of the health improvement services is planned for Easter 2019.

### 2.3 Active Seniors Hub

An Active Seniors hub has been introduced on the first floor of the leisure centre. This area was previously unused but now provides an area for both activity and also a social space.

The Active Seniors programme was officially launched on the 1<sup>st</sup> October and includes activities such as Short Mat Bowls, Table Tennis, Walking Netball, Aqua Aerobics and use of the Easyline equipment.

This area is proving to be very popular and currently there are between 60 and 100 people per week accessing the scheme. There are further plans in place to increase usage and Tai Chi and Badminton have been added to the programme from January 2019.

The demographic of users of this area is very varied and includes retired couples and individuals, people wanting to increase their fitness, those looking to make friends and also people living with a condition who are undertaking rehabilitation exercise or trying to stay well. In addition the Active Seniors hub is also used by community groups and organisations. To date these have included Vital Stepping Stones self referral scheme, Gainsborough Parkinson's group and Peggy's Place Dementia support group.

The Active Communities Manager is now developing relationships with other organisations such as the U3A, Age UK, Community Wheels, the Hastings Centre, GP Surgeries and John Coupland Hospital.

### 2.4 Outreach Service

In addition to heading up the Active Seniors programme, the Active Communities Manager is responsible for working with communities within the wider district to facilitate physical activity in remote or isolated areas. The model used relies on the Active Communities Manager working with a local community to get activity up and running. This may include applying for funding for equipment and/or coaching staff to ensure the activity is sustainable long term, before moving on to work with other communities.

Work in this regard has already begun and pilot schemes have been launched at Sudbrooke and Scothern. Activities undertaken have included walking, seated aerobic classes, walking football and netball, and Boccia. These classes are now an established part of the Active Seniors programme and it is hoped that the village committees will continue to work alongside Everyone Active to apply for funding for equipment to widen out the scheme.

Currently the Active Communities Manager is in discussions with Hemswell and Glenthams for a further roll out the programme in these locations.

The Active Communities Manager has also been responsible for additional activity including:

- Healthy eating and activity sessions that have been delivered in partnership with Gainsborough Adventure Playground Association.
- Walk Well is a health walk that has been developed from the leisure centre in Gainsborough, advertising and marketing support has been provided to the wider healthy walks scheme.
- Working alongside the Volunteer bureau and providing activity for referrals from the social prescribing scheme.
- Targetted interventions for families who have been referred from the WellFamily Service in Gainsborough
- Work with the Disability Network to increase the range of activities available and to include opportunities for carers to support free of charge.
- Support for the Friends of Parkinsons group who now undertake specialist physical activity as part of their treatment
- Seated exercise classes at Whittons Mill.

## 2.5 Market Rasen Leisure Centre

Morgan Sindall have been appointed as the Council's partner to develop the leisure centre at Market Rasen. The proposed centre will include:

- Reception/viewing area
- Four court sports hall
- Gym, including high quality fitness equipment
- Group exercise studio
- 3G artificial pitch

A site has been secured off Gainsborough Road and design plans are well underway. A period of consultation has been entered into, including a public event held on the 19<sup>th</sup> September. This represents a significant investment into Market Rasen and to date the Council have received some positive feedback on the scheme.

Some residents of Market Rasen have expressed their disappointment that the plans do not include a pool at this time. However, the design and size of the site allows for the addition of a pool in the future should this be a viable option.

The planning application in respect of the development has been submitted and this is due for determination in February 2019. Should planning permission be granted, building work is due to commence in the Spring 2019 with the centre operational from April 2020.

## 2.6 Outcome Measures

The contract provides for a range of measures to be collected and monitored throughout the lifetime of the contract. These are grouped under the main themes of:

**a) Improving the health of residents of West Lindsey by encouraging everyone to be more active more often.** These measures focus on the percentage of the population engaging in physical activity between one and five times a week;

**b) Engaging with specific groups and localities to expand the number of people involved and to increase the frequency they participate in physical activity.** These measures include residents with disabilities, those aged 5 to 16, those eligible for the concessionary pricing scheme, and over 65s.

**c) Delivering a positive customer experience.** These measures include customer satisfaction data, achievement of Quest Plus and customer retention.

The contract provides for baseline data to be collected against each measure in year one of the contract, and from then on annual improvement targets will be set. It is proposed to incorporate these performance outcomes through the Council's Performance and Delivery reporting mechanism.

## 2.7 Contract Penalties

In addition to the outcome measures contained within the contract there are series of agreed operational performance standards that carry financial penalties for under performance. These are based on the standards set out in the Leisure Services Specification that forms the basis of the contract.

These are based on:

a) The centre being operational as per the advertised opening hours, with penalties being incurred for late opening or unauthorised closures

b) Maintenance schedules being adhered to and ad hoc maintenance being carried out in a timely manner



c) Adequate staffing levels are maintained and that staff are appropriately trained.

d) The security of the building is maintained

e) Cleanliness standards are adhered to

f) Effective communication is maintained with customers including any changes to the advertised programme or activities.

### **3. Recommendation**

3.1 a) Members support the contents of this report and the work undertaken since the award of the leisure contract.

b) Members, having considered the recommendation from Challenge and Improve Committee, agree to receive a further report at the end of Year two of the contract which monitors performance of the agreed targets.