

**WAVERLEY BOROUGH COUNCIL**  
**COMMUNITY OVERVIEW & SCRUTINY**  
**20 NOVEMBER 2018**

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**Title:**

**LEISURE CENTRE MANAGEMENT CONTRACT REVIEW UPDATE**

**[Portfolio Holder: Cllr Else]  
[Wards Affected: All]**

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**Summary and purpose:**

This report provides an update on the recommendations of the review of the Leisure Centre Contract.

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**How this report relates to the Council's Corporate Priorities:**

Community Wellbeing, Customer Services and Value for Money are corporate priorities for the Council so the review set out to establish how effectively these priorities are being delivered through the management of the contract for this discretionary service.

**Equality and Diversity Implications:**

There are no equality and diversity implications arising from this report.

**Financial Implications:**

There are no financial implications arising from this report.

**Legal Implications:**

There are no legal implications arising from this report.

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**1. Background**

A Sub-Committee was established by the Community Overview and Scrutiny Committee in November 2016, to review the management of the Waverley Borough Council (the Council) Leisure Centre contract with Places for People (PfP), to explore its effectiveness and to identify opportunities for improvement including potential cost savings and lessons which might be applied to other major Council contracts.

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The table below lists the recommendations as presented in the final sub committee report and a progress update as of October 2018.

<b>Colour</b>	Green	Amber	Red
<b>Progress status</b>	Completed	In progress	Pending

<b>Recommendation</b>		<b>Action taken</b>	<b>Action for</b>
1	Develop a clear policy setting out the Council's priorities for leisure centres in Waverley.	The Leisure Centre Policy has been developed for approval by Committee (Annexe 1).	Committee
2	The contractual arrangements between the Council and Places for People (PfP) should be highlighted as a success and used as an example of good practice for other services in the Council that deliver large scale functions through contractors.	Kelvin Mills shares best practice through the Heads of Service Team.	Corporate
3	Start collecting good practice procedures by the leisure management accountant to provide quality information for a hand over and back up. Best practice should be captured in a financial management manual.	A quality manual is currently being developed and will include the financial procedures currently being carried out by the finance team. This will be held within the finance department and updated as and when needed.	Finance
4	To create a budget monitoring template for leisure centres to provide financial and commercial management and analysis.	Officers receive monthly Profit and Loss accounts from PfP. These reports are examined by the finance and leisure teams and queries are raised and addressed as necessary.	Finance/ Leisure
5	Review the performance indicators currently in use.	PI's have been reviewed, approved by O&S and are being collated accordingly.	Leisure
6	Profit share should be set against costs incurred by the Council running the contract, together with asset depreciation and life cycle costs.	The profit share is a share of annual profit that exceeds an agreed threshold. It has not been considered necessary to set against lifecycle costs or asset depreciation. This can be actioned by the Finance team if deemed necessary.	Finance
7	Steps should be taken to ensure that opportunities are being investigated and taken to reduce the Council's internal operating costs for managing the leisure centres including further options for energy efficiencies.	The only operating costs are contractual lifecycle costs and the staffing costs of the internal Leisure team, who closely manage the contract to ensure value for money and high quality service provision. These costs are reviewed annually during budget setting. Energy efficiencies are also continually identified and implemented.	Finance/ Leisure

8	Council to include risk thresholds in monthly accounts for the Borough's leisure centres and for these to be frequently reviewed.	The profit share is reported and monitored monthly. We are currently looking to reduce the profit share risk by negotiating an increase in the fixed management fee and reducing the reliance on the profit share.	Finance
9	To improve customer experience it is recommended that the Council, in liaison with PfP explore innovative solutions to promote customer contacts online to reduce costs where appropriate	PfP have launched a new corporate website, in addition to a new App called Places Locker. The app is fully interactive and makes online booking easier and it also assists customers with tracking the number of steps and exercise activity.	Leisure
10	To investigate and implement the use of Quest, or equivalent industry leading management tools, across third party contracts as this had proven a very successful tool for monitoring performance.	Quest is specific to the leisure industry, so the equivalents for other contractors should be identified by the relevant services. This has been communicated by Kelvin Mills to the Heads of Service Team.	Corporate
11	The importance of physical activity on mental health and wellbeing should be articulated clearly in any plan concerning sports and leisure.	<ul style="list-style-type: none"> <li>➤ The Communities Service Plan 2018-19 sets out a 15% target to increase the health and wellbeing offering.</li> <li>➤ The Health and Wellbeing strategy focuses on emotional and mental wellbeing. It also highlights the important role of Physical activity in maintaining good health.</li> <li>➤ The Ageing Well Strategy commits to enabling and encouraging older people to stay active and healthy by offering more activities in Waverley leisure centres.</li> <li>➤ The Leisure Development Plan includes activities such as Cage Cricket, dementia friendly swimming and teen yoga to help those with disabilities and mental health issues. In addition we co-ordinate an extensive programme for the community, including: walks for health; free swimming; GP referral; weight management; cardiac, stroke and cancer rehabilitation; and falls prevention.</li> </ul>	Leisure
12	Community Wellbeing O&S Committee to receive a report on investment options for Cranleigh Leisure Centre following the findings of the feasibility study carried out at the centre.	Options identified and the consultation phase approved by O&S and then Council in July 2018.	Leisure
13	Community Wellbeing O&S Committee to monitor the number of referrals by GP's to the leisure centre as part of the health and well-being offer; and to encourage feedback	Wellbeing activities in leisure centres are collated and monitored monthly with data reported to Committee quarterly. Feedback on progress is collated at the point of referral and reviewed	Leisure

	from customers that have been referred as part of the leisure centres' health and well-being offer	again at the end of each course completed. Results are shared with the referring health professional, so that they can assess their patients' progress.	
14	Council and PfP to work together to market the leisure centres to attract the least physically active and students during term time by exploring a range of community based initiatives.	Waverley and PfP carry out marketing in specific areas to attract target groups to activities. We also utilise health profile data to market more specifically to the inactive.	Leisure
15	To encourage partnership working with the Clinical Commissioning Groups to explore opportunities to work alongside healthcare professionals to break down barriers to physical activity and tackle health inequalities.	The Leisure team and PfP work closely with the CCGs and a number of groups such as the Local Joint Integrated Commissioning Group, Prevention Programme Board, and Time to Change Hub. All groups are focused on health and wellbeing.	Leisure/ Health and wellbeing
16	Council to play an active role in increasing the level to which the leisure centres are more 'dementia friendly' by exploring training needs for WBC and PfP staff and identifying associated risks	All staff at the leisure centres have completed Dementia Friendly training, so that the teams are well equipped to improve the service offered. We have launched dementia friendly swimming sessions and PfP are also investigating the demand for running sessions especially for carers.	Leisure
17	To investigate partnership opportunities with the Waverley apprenticeship scheme.	PfP already have a successful apprenticeship scheme. The possibility of Waverley Training Services linking to the leisure centres is being investigated.	Waverley Training Services
18	Identify opportunities to increase participation by targeting and publicising activities and events at leisure centres more widely using the Council's publications and social media, in partnership with PfP's marketing programme.	Waverley already publicises relevant PfP activities through Facebook and Twitter. The Leisure team always looks for opportunities to include features in Your Waverley. In addition, Leisure work with both the Housing and Benefits teams to target and publicise relevant activities and schemes to residents.	Leisure/ Comms
19	To encourage PfP to investigate ways to conserve and make the leisure centres more energy efficient so ratings are in line with climate change targets.	Energy efficiency has always been a key consideration when the leisure centres are refurbished. PfP make continuous improvements to reduce their energy consumption where possible, in order to meet their energy efficiency obligations and reduce their running costs.	Leisure / Sustainability

## **Recommendation**

1. That the progress of the review recommendations be noted; and
  2. The Committee to note and comment on the draft Leisure Centre Policy (Annexe 1).
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## **Background Papers**

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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**Leisure Centre Policy  
August 2018**



<i>Owned by:</i>	<i>Tamsin McLeod</i>
<i>Created Date:</i>	<i>6 August 2018</i>
<i>Equality Impact Assessment completed:</i>	
<i>MB Approval Date:</i>	
<i>JCC Consultation Date:</i>	
<i>Executive/Council Approval date:</i>	
<i>Date for review:</i>	

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## **Policy Statement**

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Waverley Borough Council is committed to providing leisure centres and maximising their use to increase participation and the health and wellbeing of its community.

The Leisure Centre Policy clearly defines the Council's priorities for the five leisure centres (Haslemere, The Edge, Cranleigh, Godalming and Farnham) in the Borough.

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## **Scope of Policy**

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### **Introduction**

In November 2016 the Community Overview and Scrutiny Committee established a Sub-Committee, to carry out an in-depth review of the management of the leisure centre contract with Places Leisure (formerly Places for People Leisure). The remit was to explore its effectiveness and to identify opportunities for improvement, including potential cost savings and lessons which might be applied to other major Council contracts.

One of the recommendations was to develop a Leisure Centre Policy, setting out the Council's priorities for leisure centres in Waverley. To provide clear commercial and wellbeing expectations against which performance can be measured.

### **Background**

The Council's Corporate Policy 2018-2023 refers to a 'commitment to invest in leisure facilities to increase participation and enjoyment' and to 'develop and implement a new Health and Wellbeing Policy, in collaboration with other local public services'.

The Communities Service Plan 2018/19 then underlines this through the theme of 'Maximisation of the leisure centres operated by Places Leisure on behalf the Council, in usage, service offering and profitability'.

Waverley's Health & Wellbeing Strategy and the Leisure Facilities Strategy have both been adopted by the Council and provide a very clear strategic steer on leisure provision over the next 15 years.

The Surrey Physical Activity Strategy, published in June 2015, sets out our county's collective vision for Surrey to be the most active county in England by 2020 and therefore realise associated health, social and economic benefits. This will be achieved by partners from a wide range of sectors working on a whole-system approach to increase participation rates in the whole population, but with particular focus on targeting inactivity in under-represented groups, thus reducing health inequalities.

This Leisure Centre Policy is designed to directly link into these over arching strategies and is not a stand-alone document. The Leisure Development Action Plan (LDAP) underpins this Leisure Policy and provides the detailed outcomes and actions to ensure the effective delivery of the strategic priorities identified in the Policy. In addition, the Leisure Management Contract identifies a very comprehensive set of performance criteria



(expectations) that are closely monitored by the Leisure Team to ensure that priorities and expectations are met.

## **Leisure Statement**

Waverley Borough Council aims to enable the provision of a range of high quality and accessible facilities, services and opportunities which meet the leisure, health and physical activity needs of the community.

The importance of good mental health and physical wellbeing is a key factor for many health problems and behaviours. People who have challenges in this area are more likely to smoke, drink unhealthily, be overweight, have lower physical activity and eat unhealthily. All these contribute to lower life expectancy.

Leisure activities positively contribute to our personal, physical and mental wellbeing. They support healthy lifestyles and active communities. Improvement in the local quality of life manifests itself in a variety of ways including improved health, development of social skills, an understanding of community, a healthy workforce and a reduction in stress.

Consequently, these outcomes impact positively in terms of the reduction in demand for health services, an understanding and respect for others, the viability of local businesses and Waverley as a place of choice to live.

## **Main Leisure Centre Policy strategic priorities**

Waverley Borough Council has a management contract with Places Leisure for the operation of the Council's five leisure facilities. The contract was originally set up in 1996 and was subject to a 15-year negotiated extension which began in July 2008 and expires in July 2023.

The contract in place provides a complex set of performance standards that are closely managed and monitored on a weekly basis. The Leisure Development Action Plan is an evolving document that develops with the team and provides daily focus on emerging trends/initiatives and projects.

This Policy aims to enable everyone in Waverley to be more active and therefore gain the many benefits that being active can bring - whatever their age or ability. The main service priorities are as follows:

1. Manage and monitor the contract to ensure maximisation of performance criteria and continued high standards of service.
2. Maximise access and promote physical activity at the five leisure centres, in order to increase community participation across the borough.
3. Explore ways of addressing identified leisure needs and tackle inequalities to improve the health and wellbeing of the community.
4. Investigate opportunities for targeted provision, specifically relating to young people and the ageing population.
5. Continue to maximise the provision of services through effective local leisure partnerships.

6. Investigate feasibility options and progress investment proposals with the potential to enhance and develop existing facilities and access to leisure activities.
7. Optimise the funding and delivery opportunities provided by “Section 106” developer contributions for investment in leisure facilities.
8. Ensure future provision of leisure services are appropriately managed and resourced.
9. Align leisure priorities with Places Leisure company objectives to ensure that there is no conflict and that outcomes are beneficial to both parties.

## **Conclusion**

This Leisure Centre Policy is designed as a framework which underpins the strategic direction of the leisure centres. It is directly linked to the needs of the community as identified through Waverley’s Corporate Plan and the priorities will be used as focus for future delivery. The Policy will also inform the continued growth of the Leisure Development Action Plan which will benefit from periodic reviews, thus ensuring the relevance of the Policy as time progresses.

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## **Author and feedback**

The Council welcomes comments and feedback on its policies and procedures. Please contact Tamsin McLeod, Leisure Services Manager, if you have any comments.

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## **Related Information**

### **Other Related Council Policies/Information**

[Health & Wellbeing Strategy](#)

[Indoor Leisure Facilities Strategy](#)

[Leisure Feasibility Study](#)

[Inequalities report](#)

Leisure Centre Management Contract

Leisure Development Action Plan

### **Other Documents:**

Surrey Physical Activity Strategy 2015-2020