

LEISURE MANAGEMENT CONTRACT – YEAR 2 REVIEW, 2014/15

1. Purpose

- 1.1 To update the Committee concerning the key outcomes and outputs achieved by the Leisure Management Contract in 2014/15 and to highlight key performance information.
- 1.2 To provide an overview of the key suggested actions for 2015/16. Comments received will be discussed with the Cabinet Member for Leisure, Communities and Civic Amenities ahead of changes being made to the planned proposals.
- 1.3 Duncan Jefford (Regional Director, Everyone Active), Mathew Nicholson (Area Contract Manager, Everyone Active) and Christine Coppack (Contract Manager, Everyone Active) will be attending the meeting to support the presentation of this item.

2. Recommendations

The Finance and Services Scrutiny Committee are requested to:

- 2.1 Note the key outcomes and outputs achieved by the Leisure Management Contract in 2014/15.
- 2.2 Highlight any matters for further consideration by the Partnerships and Projects Manager in consultation with the Cabinet Member for Leisure, Communities and Civic Amenities.

3. Supporting Information

- 3.1 Sports and Leisure Management (SLM) who operate under their brand name “Everyone Active” (EA) commenced the new leisure management contract on 1 April 2013 for 10 years with an option to extend for a further 5 years.
- 3.2 EA were formed in 1987 and now manages approximately 100 centres around the UK on behalf of 28 Local Authorities and are a leading organisation in the leisure industry, receiving many accolades and awards over the years.
- 3.3 AVDC provides a monitoring role as part of the contract arrangements and conducts monthly monitoring by holding Contract performance meetings and inspections.
- 3.4 The new Leisure Management Contract realised betterment to AVDC of circa £620,000 per annum (index linked). £120,000 saving was achieved by no management fee being paid to the leisure centre operator as per the previous contract and £500,000 income was generated by EA paying the Council for the opportunity to manage the centres on AVDC’s behalf. The management fee payable to the Council for the period 2014/15 was £508,800.

- 3.5 The performance meetings examine a range of performance indicators which include information similar to that contained within **Appendix A**.
- 3.6 The information included within this report provides the baseline for future reports and focuses around the Leisure Management Contracts outcomes and outputs for 2014/15 and objectives for 2015/16.

4. Contract Key Performance Information 2014/15

The key performance information for 2014/15 is as follows:-

- 4.1 **Footfall (User Throughput):** The Aylesbury Contract recorded an increase in usage during 2014/15. Aqua Vale recorded 644,457 visitors and the Swan Pool (including the all weather pitch) 390,432 visitors. Total patronage for the contract was 1,034,889 improving on last years by 33,738 visitors, equivalent to 3.26% increase on the previous year.
- 4.2 **Health and Safety- General Accidents:** Aqua Vale encountered 368 accidents this year (an increase of 8.9% on the previous year) with six being RIDDOR reportable accidents. This represents 5.86 injuries per 10,000 visitors. The Swan Pool experienced 117 accidents (a decrease of 7.87% on the previous year), none of which were RIDDOR reportable. This represents 2.99 injuries per 10,000 visits. The difference in the number of injuries between the two centres reflects the different range of facilities being offered with a far greater number stemming from the leisure waters at the Aqua Vale with more minor injuries being sustained by young children.
- 4.3 **Bi-Annual Health and Safety-Report:** The Property Manager, Lead Officer Health, Safety, Fire and Resilience, Leisure Facilities Technical Manager and the Contracts Manager for Everyone Active undertook a full audit of the facilities in October 2014. A report has since been generated with the Council and Everyone Active working in a positive manner to remedy the minor actions raised. The audit raised 23 points from the site inspection (accumulative across both leisure centres) and four points from the management system.
- 4.4 **Comments, Compliments & Complaints:** both centres provide various routes for customers to provide feedback; Written Customer Comments Cards, Electronic data pod at reception, via the website – ‘Have Your Say’ & ‘Contact the Manager’ both of which go direct to the Contract Manager & the General Managers of each site. All Comments are reported and reviewed via the monthly Contract performance meetings with a selection displayed within the centres and shared with customers to demonstrate outcomes. Over the last financial year 157 complaints were received at the Aqua Vale (representing 0.024% of centre visits) and 113 at the Swan Pool (representing 0.029% of centre visits).
- 4.5 **Annual Comments, Complaints and Compliments Reports:** The report was undertaken on 3 December 2014 by AVDC’s Customer Services Liaison Officer with Everyone Actives Contracts Manager and the Councils’ Leisure Facilities Technical Manager being present. It was concluded within the report by the Customer Services

Liaison Officer that 'The Contracts Manager clearly demonstrated her continued support to the systems in place. Customer comments are investigated and responded to in a professional manner, and she always considers the customers point of view before deciding the final outcome of complaints received.' Further comments reported included 'There is a culture on site for providing a high level of service and good customer care. This was evident through the handling of customer comments and complaints, compliments received training and performance management.

4.6 **User and Non User Consultation Programme:** a series of consultation meetings were held throughout the year. The main consultation with users is through user forums held four times a year at both centres which are led by the EA Contract Manager and/or site General Managers. The meetings enable thoughts, ideas, feedback and future site proposals to be discussed in an open manner. Minutes of the meetings are sent to those attending and displayed within the Centres. All operational actions identified are then managed by EA. Other means of consultation are shown in Appendix A in section 4.

4.7 **Utilities:** EA is striving hard to reduce the carbon footprint of the centres and have been recognised for their efforts by being accredited with ISO 14001 for Environmental Best Practise. Both with improved sustainable technologies being included in the recent capital projects and improved site housekeeping, EA is reported to have saved £90K on utility costs and subsequently saved tonnes of carbon dioxide being released into the environment.

4.8 **Swimming Lessons:** The swimming lesson programme for both centres is highly successful and Aqua Vale and Swan Pool currently run at approximately 1400 and 1250 pupils respectively.

5. **Contract Performance Outputs and Outcomes 2014/15**

5.1 Following the completion of the Contract's first year trading during 2014/2015, EA has completed an action plan in partnership with AVDC to continue to develop and extend community engagement. Inviting local partners and schools to visit the Centres to gain valuable knowledge and work experience so to benefit all parties.

5.2 EA continues to focus on a comprehensive carbon management strategy with a primary focus on reducing energy consumption and implementing environmental best practise. Display Energy Certificate (DEC) ratings are currently being renewed on collation of a full year's utility data. The current ratings are for the Aqua Vale is 'F', an improvement from 'G' prior to the implementation of initiatives. The lower rating is largely contributed to by the large wet-side facilities, which require considerable energy to heat the swimming pools and air to acceptable temperatures. The current rating for Swan Pool is 'C', but this will need to be recalculation on completion of the building redevelopment works.

5.3 **Apprenticeships Scheme:** EA continue to support the apprenticeship scheme whilst also encouraging staff to apply for and achieve personal development opportunities

through the EA Training Programme. The Emerging Managers Programme and the Emerging Heads of Department programmes are currently operating to help provide EA staff with the skills required to reach their full potential. Two Aylesbury colleagues have successfully 'graduated' and now hold senior positions.

- 5.4 **Passport to Leisure:** Following the service review within Leisure, EA agreed to continue and administer the "Passport to Leisure" scheme allowing discounted/free access for local residents receiving a range of benefits or financial support at the Aqua Vale Swimming and Fitness Centre, Aylesbury and Swan Pool and Leisure Centre, Buckingham. In addition, EA still maintain free swimming for the under 5's.
- 5.5 **Social Responsibility:** The leisure centres have also had a positive year due to their actions and initiatives under social/community responsibility. This has been evidenced by a series of events whereby free access has been given for use by local and national charities. Some of which include The Anthony Nolan Trust, Sports Relief, Oxfam, Florence Nightingale Hospice, and Buckingham Rotary Club. The NHS see the Aqua Vale as a tremendous asset as the centre management allow the NHS to undertake screening sessions of voluntary customers so to improve the number of registered donors.
- 5.6 **Partnership Roles:** The EA Contract Manager continues to take an active role in local partnerships to provide support and opportunities on the panel of AV SPAN (Aylesbury Vale Sport and Physical Activity Network) awarding funding or bursaries to talented athletes or coach in the Vale.
- 5.7 **Training Provider:** Both leisure centres provide training opportunities for a variety of nationally recognised qualifications and the Aqua Vale is a registered training centre for governing bodies, these include: National Pool Lifeguard Qualifications, Health & Safety IOSH, Pool Plant Operators Course, 1st Aid & various Swim teachers' qualifications & CPDs (Continual Personal Development) opportunities.
- 5.8 **Swim Programme:** The swim programme was increased from a 42 week programme to 50 week programme, allowing greater continuity for learner swimmers. Coupled with this extension, free casual swimming is now offered to those on the programme during the Easter and Summer holidays. This modification to the Contract Specification increases the income generating potential to the Operator and also provides an additional payment to the Council. When the Operator hits ceiling capacity of the Swim programme (year 3) the Council will receive an additional £12,000 (CPI uplift) per annum.

6. Current Projects

- 6.1 The Council is currently working on the Swan Pool re-development project which commenced onsite on the 16 February this year. Balfour Beatty Construction Services UK (BB) is the Council's chosen Building Contractor after winning the contract through an IESE South-East and London Construction Framework for Major Projects, two stage tendering process. BB has also engaged a professional team of construction specialists adding expertise to the project. At the time of writing this

report, the project is making good progress and is on time and on budget with an expected completion date by the end of January 2016. The £2.6m project has been funded by the Council and has been awarded a £500,000 grant by Sport England after submitting a successful funding bid from the Councils Leisure Officers.

- 6.2 The Vale Park Bowls Green was converted into two five-a-side synthetic turf pitches and opened for community use in December 2014. All bookings are made via the leisure centre operator and a good level of interest has been received and usage is expected to continue to increase. The conversion will save £10,000 per annum in bowls green maintenance charges and provides for an income share arrangement which has been agreed between the Council and the Operator. The anticipated additional income is expected to be circa £15,000 p.a. to the Council after deducting operating expenses. The project was bought in on budget, within the anticipated timescale and is another additional asset the leisure centre can offer to the local community.

7. Key actions for 2015/16

7. The Operator will continue to strive to increase visitor numbers, but it is recognised that the Swan Pool will be affected by the planned capital improvement project. Detailed phasing of the project has been conducted between AVDC, BB, and EA to ensure minimum disruption to our customers and continuity of service. Nonetheless, such a sizable project will see a reduction in the number of visitors during the project.
- 7.2 EA is planning to launch a new GP Referral Scheme. The scheme aims to improve/maintain the health & mental wellbeing of inactive people with at risk of developing chronic disease.
- 7.3 EA will continue to develop a robust succession plan for growth of team members' thereby retaining important local knowledge and experience within the contract and increase customer satisfaction, benchmarked against previous years customer comment cards.
- 7.4 Furthermore, EA will further develop the User Forums held at each centre and increase the awareness and opportunities for customers to have greater two-way communications inside and out of this meeting structure.
- 7.5 Under the requirements of the Leisure Management Specification the Aqua Vale undertook the Sport England National Benchmarking Survey (NBS) during April 2015. This is an essential aid to benchmark the centres against similar facilities of a comparable nature, and gain a greater understanding of the users' satisfaction and thoughts on both centres. Over 300 Surveys were conducted over a seven day period at differing times of day to liaise with as many customers from differing user groups as possible to help establish a 'context picture' of the current service provision. At the time of writing this report, the results had not been received. It has been agreed that the Swan Pool NBS will be deferred until 2016, on the grounds that any bench mark survey conducted during the phased capital project would not reflect normal operations.

7.6 EA will work to build a sizable client base for the new synthetic turf pitches at Aqua Vale.

8. Financial Considerations

8.1 There are no negative resource implications for AVDC resulting from the operational actions and recommendations highlighted within this report. EA will incur some relatively small additional costs. However the benefits gained will provide direction for further service development, customer satisfaction and enhance performance.

9. Reasons for Recommendations

9.1 The recommendations reflect the importance of this Contract and the need to ensure that continuous improvements in performance are secured for the benefit of residents across the Vale.

10. Resource Implications

10.1 The key resource implications relate to officer time in relation to monitoring and managing the performance of contracts.

11. Response to Corporate Key Aims and Objectives

11.1 **Thriving Communities:** overall satisfaction with local area, increased adult participation in sport, satisfaction of people aged over 65 with both home and neighbourhood, and support for the legacy of the 2012 Olympics Action Plan.

11.2 **A great environment-** carbon dioxide for Local Council operations, per capita carbon dioxide emissions in the LA area, adapting to climate change, improved street and environment cleanliness (NI195).

Contact Officers: Paul Marston-Weston, (01296) 585116
Mike Carter, (01296) 585205

Appendix A

1. Footfall					
Facility	Footfall	2013/14	2014/15	Y1 Total	Y2 Total
Aqua Vale	Year 1	591,257	644,457	1,001,151	1,034,889
Swan Pool	Year 1	409,894	390,432		

2. Overall Performance Summary				
	Aqua Vale Year 1	Aqua Vale Year 2	Swan Pool Year 1	Swan Pool Year 2
Comments	49	64	74	79
Compliments	93	70	16	13
Accidents - Public	335	368	127	117
Accidents - Staff	6	10	6	4
RIDDOR's - Public	0	6	0	0
RIDDOR's - Staff	0	0	0	0
Incidents	0	1	0	0
Incidents involving ASB	1	1	0	0

3 Overall Comments and complaints trends;				
	Aqua Vale	Totals	Swan Pool	Totals
Comments	Improved programme	7	Improved programme	14
	Improved customer Info	2	Improved customer Info	0
	Improved facilities	9	Improved facilities	10
	Service suggestions	5	Service suggestions	4
	Request for specifics	31	Request for specifics	46
	Other	10	Other	4
Compliments	Staff	27	Staff	7
	Facility as a whole	6	Facility as a whole	2
	Programme content	3	Programme content	0
	Value for money	3	Value for money	0
	Cleanliness	3	Cleanliness	1
	Specific Activities	22	Specific Activities	3
	Other	6	Other	0

4 User / Non User Consultation Programme - April 2014 - March 2015						
Facility	Type of Consultation	Led By	Date	Purpose/ Objective	Everyone Active Representative	Completed/ Comments
Aqua Vale and Swan Pool	User Forum	Everyone Active	Quarterly	User Forums are a two way communication tool with customers of the centre to promote thoughts, provide feedback, advise of changes and announce future aspirations.	EA Contracts Manager leads the meeting accompanied by the site senior management, with representation from AVDC	The User Forums are held every three months and are received in a positive manner. Minutes of the meeting are circulated to forum members and posted in the centres.
Aqua Vale	Swim Clubs	Everyone Active along side Aylesbury & District & Maxwell Swim clubs	Meet to plan events and galas. Both clubs also attend customer user forums	Communication	EA Contract Manager	Positive meeting to improve communications and planning.
Aqua Vale and Swan Pool	Bucks School County Swim Meeting	Sports Development	Annually	Swimming Development	EA Swim Manager	Identifies improvement opportunities for School swimming & participation in the Vale
Aqua Vale and Swan Pool	Schedule of marketing visits to local Businesses & organisations in the Vale	Everyone Active	Monthly	Encourage Health & Fitness in the work place. General awareness	Everyone Active Aylesbury Customer Advisors & Fitness team	Positive with improved activity & patronage to sites
	SPAN meeting (sports & physical activity network)	Bucks County Sports	Quarterly	Partnership opportunities	Bucks Sport (Leap)/Contract Manager	Positive meeting identifying cross cutting agendas

	Sports Development Reactivate Marketing	Bucks Sport / AVDC/ Everyone Active	Quarterly	Raise awareness partnership	Contract Manager	Some good outcomes for increased marketing awareness
	Sports Forum	Bucks Sports (Leap)	Six monthly	Sports development	Contract Manager	Positive local partnerships meeting
	Aylesbury Friars Square	Everyone Active	Varied schedule	Awareness	Contract Membership Manager and Customer Advisors	Awareness & advice, creating interest in the facilities
	Review of fitness class programme	Everyone Active	Quarterly	Quality, usage & trend analysis	Contract Fitness Managers & Studio Co-ordinator	Launch of trial dance class and change to schedules
	Aylesbury Town Centre Marketing Group	AVDC	Quarterly	Raise awareness & support partnership working	Contract Manager	Planned marketing approach

5 Quality Awards/Successes

Aylesbury Vale Leisure Management Contract

Both sites have worked hard implementing industry best practise to achieve accreditation in the ISO 14001 (Environmental Management) and ISO 18001 (Health & Safety Practice). The Aylesbury Contract were the first Everyone Active sites to go through the assessments, with a further eight completing the ten sites required to achieve Company Accreditation. Year 2 Company accreditation has been successfully completed for both quality awards.

Both the Aylesbury sites have achieved Quest accreditation, a leisure industry quality performance measure.

The National Swimathon Annual Fund Raising Event – April 2015. The events at both centres has raised in excess of £2,7 00 for the Marie Curie Cancer Fund.

Aqua Vale

Working with local partners to assist and encourage participation by local residents and hard to reach groups. As a result Everyone Active has provided free of charge access to local adults with disabilities and special needs. Providing facilities for dance & movement classes, NHS physiotherapy sessions and swimming for young parents and babies.

Providing facilities free of charge to the NHS physiotherapy department / stop smoking / Special Needs Dance Groups to encourage activity & where possible to encourage participants to get back into mainstream exercise.

The site holds regular Charity Spin-a-thons and Group Exercise Classes raising money for good causes such as Sports Relief, Oxfam, PACE & the Florence Nightingale Hospice.

Following an EA colleague in the region being diagnosed as requiring a bone marrow transport the Contract along with other EA sites hosted an Anthony Nolan Testing Event which was very well supported by the local radio & residents. The Anthony Nolan Trust has been nominated as an EA adopted charity with numerous charity events taking place over the year, which included rowing the length of the Thames and cycle rides.
To support the Iain Rennie Hospice at Home we provided a Saturday afternoon of free swimming for all users, requesting optional donations to the charity on entry into the facility.
The Aqua Vale provides free of charge meeting facilities for a local resident group Annual General Meeting.
Throughout the year the Aqua Vale sends out free family swim vouchers for local schools, groups & charities for fetes & raffles. These are particularly numerous around the time of Christmas & Summer Fetes.
Swan Pool
Working with local partners to assist and encourage participation by local residents & hard to reach groups.
Providing facilities free of charge to the NHS stop smoking groups & Slips, Trips & Falls.
Throughout the year the Swan Pool send out a variety of vouchers for local schools, groups & charities for fetes & raffles.
Held in March, the Swan Pool held the Annual Buckingham Rotary Club Swimathon event where EA provided facilities free of charge to support local charities. The Rotary club raised £3,500 and was attended by Cllr Howard Mordue and the John Bercow MP.
In memory of a colleague who passed away, site colleagues and customers raised £700 in aid of the colleagues' favoured charity, the NSPCC.

6 Memberships			
Membership sales	Centre	End of Year Actual	End of Year Target
	Aqua Vale	2330	2495
	Swan Pool	1315	1252

7 Investment Items - 2014/15		
	Description	Source
Aqua Vale		
	Vale Park Bowls Green Conversion to synthetic turf pitch. (£185,751)	AVDC
	Installation of a bespoke gym customer service desk & electronic access controls (£6,000)	Everyone Active

	Additional retail display units to enhance customer service (£4,000)	Everyone Active
	Replacement dishwasher to the café kitchen (£3,000)	Everyone Active
	Replacement of the pool plant pressurisation units (£2,000)	Everyone Active
	Replacement of the Leisure Pool drop slides (£11,000)	Everyone Active
	Fire detection equipment – enhanced & replaced where required. (£2,000)	Everyone Active
	Replacement of the Groups Exercise Studio air conditioning system (£11,000)	Everyone Active
Swan Pool		
	Installation of upgraded football nets on our outdoor pitches x 3 sets (£700)	Everyone Active
	Regular replacement of pool fun equipment for holiday sessions (£1500)	Everyone Active
	Replacement sections of site boilers (£3500)	Everyone Active
	Additional fitness equipment purchased early to provide added benefit to the customers, to minimise the impact during the gym development project. Gym equipment £14,000 Spin bikes £7,500	Everyone Active
	Swan Pool Redevelopment Project, due to be complete February 2016 (£2,644,000)	AVDC Sport England (£500,000)
Total Investment (across both sites)-	£2,895,951	

8 Confirmed and proposed projects 2015/16		
Investment Value	Description	Source
Aqua Vale		
	Replacement chemical stores doors (£8,000)	Everyone Active
	Replace plant actuators (£5,000)	Everyone Active
	Design and build a new retail storage cupboard (£2,000)	Everyone Active
Swan Pool		
	Replacement telephone system (£3,000)	Everyone Active
	Additional gym fitness equipment following the development. To include gym & studio equipment, the fit out and additional electrics and data provision. To reinstate the squash courts, currently being used as an additional fitness area to reduce the impact on customers. (£41,000)	Everyone Active
	Additional music system for the new facilities (£6,000)	Everyone Active
	Additional customer seating provision following the development (£3,500)	Everyone Active