

**LEISURE MANAGEMENT CONTRACT – ANNUAL REVIEW 2017/18**

**1 Purpose**

- 1.1 To update the Committee concerning the key outcomes and outputs achieved by the Leisure Management Contract in 2017/18 and to highlight key performance information.
- 1.2 To provide an overview of the key suggested actions for 2018/19. Comments received will be discussed with the Cabinet Member for Civic Amenities ahead of changes being made to the planned proposals.
- 1.3 Mark Leahy (Regional Contract Manager, Everyone Active), Chris Williams (Contract Manager, Everyone Active) and David Tenny (General Manager, Aqua Vale Swim and Fitness Centre, Everyone Active) will be attending the meeting to support the presentation of this item and answer questions.

**2 Recommendations/for decision**

Finance and Services Scrutiny Committee are requested to:

- 2.1 Note the key outcomes and outputs achieved by the Leisure Management Contract in 2017/18,
- 2.2 Highlight any matters for further consideration by the Contracts Performance and Partnerships Manager in consultation with the Cabinet Member for Civic Amenities.

**3 Executive summary (if longer than 2 pages)**

- 3.1 Sports and Leisure Management (SLM) who operate under their brand name “Everyone Active” (EA) commenced the current leisure management contract on 1 April 2013 for 10 years with a mutual option to extend for a further 5 years. This report looks at Year 5 of the current contract.
- 3.2 EA were formed in 1987 and now manages approximately 150 centres around the UK on behalf of 45 Local Authorities and are a leading organisation in the leisure industry, receiving many accolades and awards over the years.
- 3.3 The current Leisure Management Contract realised betterment to AVDC of circa £620,000 per annum, £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 2017/18 was £522,503 as this rises in line with CPI annual increases.
- 3.4 AVDC provides a monitoring role as part of the contract arrangements and conducts monthly monitoring by holding Contract performance meetings and inspections. This is stepped up if there are areas of concern or an increase in complaints.
- 3.5 The regular performance meetings examine a range of performance indicators which include information similar to that contained within Appendix A.

- 3.6 The council undertook an extensive £2.7m modernisation project of Swan Pool and Leisure Centre between February 2015 and February 2016 which has delivered new and improved facilities and increased levels of customer satisfaction and usage. The last major modernisation project at Aqua Vale Swimming and Fitness Centre was completed in 2012 at a cost of £6.7m.
- 3.7 Concerns were raised in late 2016 over the quality of cleanliness at Aqua Vale and additional meetings and monitoring visits were stepped up. EA has attended Scrutiny Meetings in April and November 2017 to respond to members concerns and detailed proposed actions to improve matters. Since the last meeting, the standards of cleanliness at Aqua Vale have continued to improve greatly and much has been done by EA to address concerns raised at the previous Scrutiny Committee meetings.
- 3.8 There is of course always room for further improvement and EA remain committed to raising standards of cleanliness going forward. Furthermore, Cllr Julie Ward, Cabinet Member for Civic Amenities has met with EA managers and has toured the centre on a number of occasions to see first hand the conditions and improvements made. Most recently, members of this committee were invited to visit Aqua Vale in June to see the centre and standards being achieved.
- 3.9 Currently, just under £100,000 of S106 funding is being spent to modernise and upgrade the pool side toilets, private showers and accessible changing along with new artificial planting to improve the condition and look of the centre. It is hoped a further phase of improvements will take place later in the year to continue to increase customer satisfaction and increase usage. A list of improvements undertaken last year and planned for this financial year is shown in Appendix A in sections 8 and 9.

#### **4 Detailed information**

- 4.1 The detailed performance information of the Aqua Vale Swimming and Fitness Centre and Swan Pool and Leisure Centre is included in Appendix A. The information included within this report provides a baseline for future reports and focuses around the Leisure Management Contract outcomes and outputs for 2017/18.
- 4.2 A new General Manager, David Tenny has been appointed at Aqua Vale and he started in May 2018. David is keen to continue to improve the quality of cleaning and customer service that has been apparent under the previous General Manager Joseph Warren, who relocated away from the area.
- 4.3 Cleanliness and cleaning standards remain a focus for Cllr Julie Ward and the Client Manager. Any complaints are followed up and discussed with the EA Contract Manager. The cleaning contract was taken back in house by EA last year who now have complete control of the staff, processes and performance. There are understandably, some occasions when standards do fall short but EA are quick to resolve these as soon as possible.
- 4.4 Vandalism and wilful damage whilst not excessive, is apparent from time to time. Notably, each year, for the past three years, the front elevation glazing has been deliberately smashed causing approximately £10,000 of uninsured damage. The culprit was identified and charged but no compensation has been possible.
- 4.5 Also bicycle thefts do occur fairly regularly in spite of owner's security and CCTV coverage. These bicycle racks are located at the front of the building but there seems little that can be done even though Thames Valley Police have been informed and consulted.

## **5 Financial considerations**

- 5.1 There are no additional resource implications for AVDC resulting from the operational actions and recommendations highlighted within this report. The investments and improvements to be made to the centres are to be funded by EA, included in AVDC current budgets or from S106 funds. However the benefits gained will provide further facility improvements, improved customer satisfaction and enhance the leisure experience offered.

## **6 Reasons for Recommendation**

- 6.1 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 and leisure centre customers across the Vale.

## **7 Resource implications**

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

Contact Officer

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## Appendix A

<b>1. Footfall</b>				
<b>Facility</b>	<b>2014/15 (Yr2)</b>	<b>Year 2 Total</b>	<b>2015/16 (Yr3)</b>	<b>Year 3 Total</b>
Aqua Vale	664,457	1,034,889	580,012	899,645
Swan Pool	390,432		319,633	
<b>Facility</b>	<b>2016/17 (Yr4)</b>	<b>Year 4 Total</b>	<b>2017/18 (Yr5)</b>	<b>Year 5 Total</b>
Aqua Vale	523,252	882,193	577,604	1,006,168
Swan Pool	358,941		428,564	
<p>Comments;</p> <p>2017/18 shows a significant increase in the usage at Swan Pool mainly due to the increase in the Fitness memberships and the Swim Scheme.</p> <p>Aqua Vale has grown with the improvements made throughout the site and an increase in the Fitness and Swim memberships</p>				

<b>2. Overall Performance Summary - Aqua Vale</b>				
<b>Description</b>	<b>Year 2 2014/15</b>	<b>Year 3 2015/16</b>	<b>Year 4 2016/17</b>	<b>Year 5 2017/18</b>
Comments	64	34	5	10
Compliments	70	23	11	31
Complaints	151	90	88	87
Accidents- Staff	10	9	12	12
Accidents- Public	368	343	315	291
Accident rate per 10,000	6.15	5.81	6.02	5.03
RIDDOR- Public	6	1	0	0
RIDDOR – Staff	0	1	0	0
Incidents	1	0	1	1
Incidents involving ASB	1	0	1	1
<p>Comments;</p> <p>2017/18 has seen a year on year decrease in the number of complaints although efforts to actively seek more feedback have been introduced by providing many more options including the Everyone Active App, QR codes around the building and online along with more traditional feedback routes.</p> <p>Accidents per 10,000 visits and RIDDOR reportable incidents at Aqua Vale have stayed very static over the last year.</p>				

### 3. Overall Performance Summary – Swan Pool

Description	Year 2 2014/15	Year 3 2015/16	Year 4 2016/17	Year 5 2017/18
Comments	79	51	23	5
Compliments	13	14	19	10
Complaints	120	81	88	59
Accidents- Staff	4	3	3	1
Accidents- Public	117	101	106	102
Accident rate per 10,000	3.45	3.12	2.95	2.38
RIDDOR- Public	0	1	0	0
RIDDOR – Staff	0	0	0	0
Incidents	0	0	1	0
Incidents involving ASB	0	0	0	0

Comments;

2017/18 has seen a year on year decrease in the number of complaints despite the efforts to actively seek more feedback have been introduced by providing many more options including the Everyone Active App, QR codes around the building and online along with more traditional feedback routes..

Accidents per 10,000 visits and RIDDOR reportable incidents at Swan Pool have stayed very static over the last year.

### 4. Overall Comments, Compliments and Complaints Trends

	Aqua Vale	Totals	Swan Pool	Total
<b>Comments</b>	Improved programme	2	Improved programme	3
	Improved customer Info	2	Improved customer Info	1
	Improved facilities	3	Improved facilities	0
	Service suggestions	1	Service suggestions	1
	Request for specifics	1	Request for specifics	0
	Other	1	Other	0
<b>Compliments</b>	Staff	13	Staff	5
	Facility as a whole	6	Facility as a whole	1
	Programme content	0	Programme content	1
	Value for money	0	Value for money	0
	Cleanliness	6	Cleanliness	0
	Specific Activities	0	Specific Activities	1
	Other	9	Other	2

	<b>Aqua Vale</b>	<b>Totals</b>	<b>Swan Pool</b>	<b>Totals</b>
<b>Complaints</b>	Premises / Parking	2	Premises / Parking	1
	Equipment defects	16	Equipment defects	5
	Pool water temp / air defects	15	Pool water temp / air defects	9
	Health and safety	2	Health and safety	0
	Customer care/service	17	Customer care/service	14
	Cleanliness / housekeeping	18	Cleanliness / housekeeping	10
	Lifeguarding / supervision	1	Lifeguarding / supervision	1
	Equipment availability	0	Equipment availability	0
	Availability of consumables	2	Availability of consumables	1
	Programme	4	Programme	7
	Specific Activities	5	Specific Activities	5
	Pricing	0	Pricing	2
	Other	5	Other	2
	<b>Total</b>	<b>87</b>	<b>Total</b>	<b>57</b>

**5. User/ Non User Consultation Programme – April 2017 – March 2018** (AV= Aqua Vale and SP = Swan Pool)

<b>Facility</b>	<b>Consultation type</b>	<b>Led By</b>	<b>Date</b>	<b>Purpose/ Objective</b>	<b>Everyone Active Representative</b>	<b>Completed/ comments</b>
AV & SP	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 Contract Manager or General Manager lead the meeting, with representation from AVDC when possible	The User Forums are held every three months and are received in a positive manner. Minutes of the meeting are circulated to forum members, posted on internal notice boards and are available for any other customers on request.
AV & SP	Swim Clubs	Everyone Active along side Aylesbury & District & Maxwell Swim Clubs	Meet to plan events and galas. Sometimes clubs also attend customer user forums	Communication	EA Contract/General Manager	Positive meeting to improve communications and planning.
AV & SP	Bucks School Swimming Forum	Everyone Active	6 Monthly	Swimming Development	EA Swim Manager	Identifies improvement opportunities for school swimming & participation in the Vale, and recruitment opportunities.
AV & SP	Outreach events to local businesses & organisations in the Vale	Everyone Active	Monthly	Encourage Health & Fitness and general awareness.	Everyone Active Aylesbury Membership and Fitness teams.	Positive with improved activity & patronage to sites
AV & SP	Review of fitness class programme	Everyone Active	Quarterly	Quality, usage & trend analysis	Contract Fitness Managers & Studio Co-ordinator	Plan any proposed changes to schedules
AV & SP	Site Cleaning Audit	Everyone Active	Monthly	Review cleaning standards and create an action plan for improvement	General Manager / Cleaning Manager	Actions completed prior to follow up visits
SP	Buckingham School	Everyone Active	Ad hoc	To maintain relationships between neighbouring parties	Contract Manager	On-going dialogue is maintained to keep positive relationships
SP	Buckingham Squash Club	Everyone Active	Ad hoc	To maintain positive relationship with the club and look at how we can improve the squash usage	Contract Manager	On-going dialogue to develop squash at the centre

## 6. Quality Awards/Successes

### Aylesbury Vale Leisure Management Contract

Both sites have achieved accreditation in the ISO 14001 (Environmental Management) and ISO 18001 (Health & Safety Practice). In Year 5 the Company accreditation has been successfully renewed for both quality awards.

On the 13<sup>th</sup> May Aqua Vale hosted its annual Swim School Gala that allowed children that are on the swim scheme at Swan Pool and Aqua Vale to compete in a friendly Swim Gala but under competition rules. The day had over 80 children attend the gala. The best swimmers from this go forward to represent the Aylesbury Contract in Everyone Actives Regional Gala to swim against swimmers from the whole South East Region

Everyone Active get regular news stories into the press where possible as well as paid adverts in local media such as the Aylesbury Vale Magazine to promote the facilities on offer ,

Both sites have been fundraising for the company charity JDRF and have raised over £1000 with a range of events throughout the year including charity football games and events for customers to take part.

The contract continues to run its volunteer scheme for aspiring swimming instructors and last year we had 4 at Aqua Vale and 3 at Swan Pool that completed their level 1 and level 2 swimming teaching qualification. This is an investment of £10k in the training of local people in formal qualifications and many of them now work for the centres as swim teachers or with the local swimming club as coaches

The team in Aylesbury have been recognised with a number of team members selected to attend the Everyone Active management academies, Tim Melvin and Freddie Tomlins were selected to attend the Emerging General Manager Course and this means Aylesbury are the only contract with two team members in the Company wide scheme, Hayley Mundy, Hannah Jones, Oliver Britten and Aaron Rogers have also been selected to attend the Emerging Head of Department Course

In November Everyone Active launched its new Website and App that has a range of new features and functions that will make it easier for customers to book online for sessions at both the centres as well as giving a range of other information on a day to day basis

Both Centres have undertaken external benchmarking visits by the NBS (National Benchmarking Service) in partnership with Nottingham University and Leisure Focus Solutions to identify the strengths and weaknesses of the centre. We hope to have the report back in July 2018

### Aqua Vale

The team at Aqua Vale have supported a number of local events with team members taking part in events as well as promoting the events and sending members of the team down to promote the facilities to the local community.

Events that they have taken part in include Race for Life, Play in the Park and Live in the Park,

In April, Aqua Vale hosted its annual Swimathon on a Friday and Saturday to encourage customers to take part in a range of distances to raise money for Cancer Research UK and Marie Curie. The events continue to be well supported by customers and team members.

Aqua Vale has hosted a number of Galas throughout the year from internal galas to major county events such as Oxon and North Bucks County Championship. The site continues to work with all stakeholders of these events to ensure they are as successful as possible

On the 16<sup>th</sup> September Aqua Vale hosted an open day to promote the upgrades and improvements to the Gym, The day included sessions in the gym as well as Free Group Exercise Classes and Spinning Classes

Aqua Vale undertook Quest Accreditation in May 2018 and achieved a very good score with modules that received particular praise in the report were Team and Skill Development, Cleaning and Housekeeping and Swimming Lessons.

As part of the report a mystery visit is conducted and some comments from the report included

- *We loved our visit to the centre and my daughter is keen to go back in the Easter holidays with friends, we had great fun together.*
- *The leisure pool had lots of interesting features and the slides were open all the time with no extra cost.*
- *The Receptionist who served us was one of the friendliest and enthusiastic I have ever seen.*
- *The Fitness Instructor was exceptionally good, he took time to show me around the gym and talked with enthusiasm and asked me questions.*
- *I found the staff on the phone helpful, Albert knew all the party*

The Food and Beverage team at Aqua Vale have been nominated in the Everyone Active South East



Region Annual awards, the have been shortlisted as one of the 3 best in the company
Aqua Vale undertook the UK Active Code of Practise audit on Thursday 20 <sup>th</sup> July. This is an external audit by Right Directions which is conducted with only a few days' notice. Aqua Vale passed the audit with 100% compliance. It is primarily based on health and safety and training but also contains elements of disability awareness.
After discussions with Parkwood healthcare it has agreed that Aqua Vale would Launch a GP referral scheme and be a recommended venue for those that enquired about it with them throughout the local area
<b>Swan Pool</b>
Everyone Active agreed to sponsor the Buckingham Junior squash team and provided them with new kit for the season
Swan Pool has worked with a number of local groups and organisations such as Buckingham Young Carers and Brackley Rugby Club to offer free facility use to them for fundraising opportunities or so they can distribute free passes to people that might not otherwise be able to use the facilities
Swan Pool undertook Quest Accreditation in April 2018 and achieved a very good score with modules that received particular praise in the report being Team and Skill Development, Swimming Lessons, Environmental
Swan Pool has been well represented in the Everyone Active South East annual awards with Swan Pool being nominated for Small site of the year, the Front of House Team being nominated and Heidi Young was nominated for the Retail Manager of the year.
High Sports no longer operate the Rock Box and this has been taken in house as it was felt that more could be done to promote the area and encourage the local community to use the facility. The day to day operations are now completed by centre management team and a number of new initiatives have been introduced to try to increase participation
Swan Pool has a strong number of apprentices at the centre with currently 1 x Fitness Motivator Apprentice qualified to level 2 and now undertaking level 3 Gym Instructor qualification, 1 x Front of House Apprentice and 1 x Operations Apprentice. At the end of the apprenticeships it is hoped that all will join the centre team full time
Swan Pool has continued to train up new lifeguards with courses that have been run in house at the centre with 32 new lifeguards qualified in the last year and many are now working for Everyone Active
Everyone Active runs a Talented Athlete Programme that allows aspiring talented athletes to receive support from the centres in the form of free memberships and training facilities as well as some receiving financial sponsorship to help them achieve their goals. Swan Pool currently has 3 athletes on the scheme including Kayleigh Presswell an aspiring Hammer Thrower who has received £250 to help towards equipment costs
Swan Pool has had extensive work done on the plant room which has included 2 x replacement Boilers and 2 x Calorifier heating unit replacements

<b>7. Memberships</b>					
<b>Membership Sales</b>	<b>Centre</b>	<b>End of Year Actual</b>	<b>End of Year Target</b>	<b>Swim Scheme End of Year Actual</b>	<b>Swim Scheme End of year Target</b>
	Aqua Vale	2043	2126	1276	1373
	Swan Pool	1852	1950	1269	1121
<b>Aqua Vale</b> Membership targets were not achieved at Aqua Vale mainly due to increased competition with budget gyms in the local area. Swim Lesson targets were not achieved mainly due to a lack of qualified teachers in the area and limited pool time that is available					
<b>Swan Pool</b> Membership targets at Swan Pool were not achieved and we anticipate that going forward due to increased competition in the area that maintaining the membership base will difficult going into next year Swim Lesson targets were significantly over achieved due to the introduction of a number of new lessons but we still feel that the scheme has room to grow if more teachers were available					

## 8. Investments Items – 2017/18

Centre	Description	Value	Source	
Aqua Vale	Replace plant actuators	£3,000	Everyone Active	
	Coil for Absorption chiller	£17,000	Everyone Active	
	CCTV Upgrade	£7,000	Everyone Active	
	CCTV Upgrade	£7,000	AVDC	
	Gym Floor Upgrade	£9,000	Everyone Active	
	New Gym Equipment	£8,000	Everyone Active	
	Air Conditioning in the Spin Studio	£10,000	Everyone Active	
	Repairs to Glazing due to Vandalism	£15,000	Everyone Active	
	Installation of steel shutter for retail cupboard	£2,000	Everyone Active	
	Fire Alarm Remedial Actions	£20,000	Everyone Active	
	Emergency Lighting remedial works	£12,000	Everyone Active	
	Upgraded Entrance Signage	£4,000	Everyone Active	
	Outdoor Pool Bubble Blower motor	£2,000	Everyone Active	
	Lazy River Motor replacement	£4,300	Everyone Active	
	Massage Jet Pump replacement	£2,000	Everyone Active	
	Finger Spray and Water Geyser Pump	£3,500	Everyone Active	
	Intruder Alarm remedial Works	£3,000	Everyone Active	
	Retail Stand upgrade	£2,000	Everyone Active	
	Poolside seating Repairs	£5,000	Everyone Active	
	New row of poolside seating	£9,000	AVDC	
	New Scrubbing Machines	£5,000	Everyone Active	
	New Radios	£1,500	Everyone Active	
		New Starting Blocks for competitions	£40,000	Aylesbury Vale Swimming Club and Maxwell Swimming Club
	<b>Total</b>	<b>£191,300</b>		
Swan Pool	Squash Court Area Flooring replacement	£2,000	AVDC/ Everyone Active	
	Squash Court Lighting upgrade to LEDs	£12,000	Everyone Active	
	Squash Area and Courts redecoration	£2,800	Everyone Active	
	Calorifier Replacement	£24,000	Everyone Active/AVDC	
	Boiler Replacement	£54,000	Everyone Active/AVDC	
	Fire Door Replacement	£6,000	Everyone Active	
	Bulk Storage Chemical Bunding	£14,000	Everyone Active	
	New Phone System	£6,000	Everyone Active	
	New PAC Dosing system	£5,000	Everyone Active	
	Replacement Air Handling Unit	£8,000	Everyone Active	
	Additional Spin Bikes	£3,000	Everyone Active	
	New Radios	£800	Everyone Active	
	New WIFI Installed	£2000	Everyone Active	
		<b>Total</b>	<b>£139,600</b>	
	<b>Total Value</b>		<b>£330,900</b>	

**9. Investments Items (Proposed) – 2018/19**

<b>Centre</b>	<b>Description</b>	<b>Value</b>	<b>Source</b>
<b>Aqua Vale</b>	Wet side Toilet, Private Showers and Accessible Change refurbishment	£80,000	AVDC S106 contributions
	Phase 2 Toilets, Shower areas and Changing area refurbishments	£120,000	AVDC S106 contributions
	Boiler Replacement	£180,000	Everyone Active/AVDC
	Poolside grating replacement	£8,000	Everyone Active
	Poolside Foliage and greenery replacement	£15,000	AVDC S106 contributions
	Pool View Drowning Detection System Installation	£50,000	Everyone Active
<b>Swan Pool</b>	Pool Cover Reel Replacement	£6,000	Everyone Active
	Virtual Group Cycling Installation	£6,000	Everyone Active
<b>Total Value</b>		<b>£465,000</b>	