

Agenda Item:

Report to: Cabinet

Date: 4 October 2004

Report from: Executive Director, Leisure and Cultural Development

Title of report: **LEISURE MANAGEMENT CONTRACT RENEWAL**

Purpose of report: To consider the outline priorities to be included in the specification for the Leisure contract renewal.

Recommendations: That the priorities be agreed

1 Background Information

- 1.1 A Best Value Review of the Leisure Contract was undertaken in 2002. This included a benchmarking study and report by Sport England on users of the main facility, Summerfields Sports Centre.
- 1.2 As a result of the Best Value Review, which recognised some shortfalls in the level and quality of provision, 'Strategic Leisure' were appointed to undertake a leisure needs analysis. This was designed to assist in identifying the priorities for the provision of indoor leisure facilities. It was seen as the first step towards the development of the new contract specification.
- 1.3 The summary of the Needs Analysis is attached as Appendix 1.
- 1.4 The brief prepared for the appointment of the needs analysis consultants also sought quotes for assisting with the preparation of a specification for the contract. It gave the following requirements for the specification:
- Linked to and based on the councils objectives
 - Cognisant of the redevelopment agenda for the town
 - Linked to the needs assessment of built recreational facilities.
 - Ensuring that suitable refurbishment proposals (including funding) are included within the specification requirements
 - Flexible, able to change over time and adapt to changing demands
 - Have clearly defined outputs and outcomes which can be realistically and transparently monitored.
 - Retaining flexibility to change the outcomes, subject to negotiation, as priorities and leisure trends develop.
 - Ensuring adequate provision for access by approved sports development programmes
 - Retaining and enhancing the provisions for the Passport to Leisure scheme operated by Hastings Borough Council
 - Capable of being the basis for partnership working between the council, the facility managers, and other partners such as health, education and the business community.
- 1.5 The Leisure Management contract is dealt with differently from Grounds and Waste Services Contracts under the Regulations. Whilst an initial OJEC Notice is required, the Council has greater discretion in determining how the procurement is advanced. The reason for this is to allow greater flexibility in determining the needs of the service. It is now agreed that following the initial screening process the applicants will be reduced in number over time to approximately two or three,

where after a 'best and final offer' will be made, prior to detailed negotiations continuing with a preferred partner.

- 1.6 It has also been agreed that the specification will be developed with the contractor. Strategic Leisure will assist in this process and provide external verification of the quality, validity and sustainability of the contractors proposals.
- 1.7 This approach will give the Council some flexibility in what is otherwise a rather restrictive procedure. It enables the Council to structure the specification so the tenderer is pricing those matters that must be delivered, i.e. essential requirements, but then also pricing optional extras above the statutory minimum that enhance the service provision. On final evaluation, the Council will then have some flexibility in whether or not it proceeds with the options.
- 1.8 The tendering process has already commenced, with six organisations expressing initial interest as a result of the initial advert (attached as Appendix 2). One of these organisations was excluded following financial checks. The remaining five have been involved in initial discussions and references are being sought prior to further discussions.

2 Outline Brief for the Leisure Management Specification

- 2.1 Cabinet agreed service objectives for Leisure Management on 2 June 2004, as follows
- Providing a high quality, safe, accessible and sustainable leisure management service.
 - Take account of national and local targets for participation and health improvement for Hastings and St. Leonards residents and work with the Healthier Hastings Partnership towards meeting those targets.
 - Work in partnership with the Council to embrace sports development and agreed local sports development plans and initiatives including the Passport to Leisure Scheme.
 - In partnership with the Council meet the primary objectives of the town's Leisure Needs analysis for the replacement and/or upgrading of the Council's leisure assets.
 - Improve the 'value for money' achieved from the leisure contract through efficiencies in operational and facility management.
 - Develop services to meet the needs of local black, minority ethnic groups and young people and show commitment to the equality and inclusion objectives of the Council.

- Demonstrate a commitment to continuous improvement in delivering services including participation in a nationally recognised leisure quality assessment scheme and E-Government initiatives.
- To comply with all statutes and codes of practice relevant to the service.

2.2 Arising from the above, a hierarchy of priorities have been established for the service and its' future development under two headings of 'Facility Management and Customer Focus' and 'Facility Development'.

2.3 In the short term the existing facilities will be operated by the contractor, until such time as long term refurbishment or replacement can be achieved.

2.4 The longer term objective is new or refurbished facilities with reduced running costs.

2.5 It is proposed that the contract will include mechanisms to deal with any major change that occurs during the period of the contract, e.g. changes to the National procurement agenda or the Council's ability to trade.

2.6 **Improving Services**

The specification will include a statement that the Council firmly believes that the best way to achieve the ambitious plans for these essential services, is through fostering the best possible working relationships and understanding between the Council and the contractor. During the contract period the Council will arrange regular Service Development Meetings to be jointly attended by the appropriate managers from the Council and the contractor.

2.7 There are lots of other issues that will be addressed in the Conditions of Contract, which will form part of the final contract between the Council and the chosen service provider. Examples of such issues include: - paid leave for public duties, e.g. Justices of the Peace, school governors or local councillors; data protection; human rights; European monetary union.

3 Facility Management and Customer Focus Priorities

- The national quality assurance scheme for Leisure Management, QUEST, will be the minimum benchmark requirement for the operation of the facilities.
- Addressing the issues outlined in the National Benchmarking survey undertaken at Summerfields in 2003 which identified lower levels of satisfaction by users in a range of service areas

- Developing a close working relationship and support mechanism for the HBC Sports Development Team.
- Developing a close working relationship and support mechanism for the Passport to Leisure scheme
- Demonstrating a methodology for keeping abreast of best practice and of changes in statute.
- Programming the usage to improve attendance levels and more closely reflect the changing demographics of the catchment area.
- Addressing National targets from Game Plan – as adapted by Sport England.
- Addressing Regional objectives as currently described in ‘Mission: possible. The South East Plan for Sport 2004-2008’
- Addressing The HBC Cultural Strategy, Local Neighbourhood Renewal Strategy and Sports Development Plan
- Addressing targets established through the Healthier Hastings Partnership
- Developing and maintaining a proactive working relationship with appropriate representative organisations including the Young Persons Council.
- Demonstrating actions to support a comprehensive Equal Opportunities policy and statement.
- Demonstrating an effective, comprehensive staff training and development plan
- Demonstrating effective Customer Care including methods of obtaining customer satisfaction data, commitment to liaison with customer and potential customer groups and effective, proactive comment and complaints procedures.

4 Facility Development Priorities

- Addressing issues outlined in the Leisure Needs Analysis
- Achieving an agreed funding partnership and procurement method for all development costs involved in the renewal or refurbishment programme.
- Achieving efficiency savings through the use of modern technology.
- Addressing National targets from Game Plan – as adapted by Sport England, and the Sports England Regional Objectives as currently described in ‘Mission: possible. The South East Plan for Sport 2004-2008’.
- Linking with the Hastings and Bexhill Five Point Plan.
- Addressing the HBC Community Strategy, Local Neighbourhood Renewal Strategy, Sports Development Plan.
- Addressing Targets established with the Healthier Hastings Partnership.

Policy implications

Please tick if this report contains any implications for the following:

Equalities & Community Cohesiveness	<input checked="" type="checkbox"/>
Crime and Fear of Crime (Section 17)	<input type="checkbox"/>
Risk Management	<input checked="" type="checkbox"/>
Environmental issues	<input type="checkbox"/>
Economic / Financial implications	<input checked="" type="checkbox"/>
Human Rights Act	<input type="checkbox"/>
Organisational Consequences	<input type="checkbox"/>

Any ticked areas should be referred to in the text of the report under the heading "policy implications"

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APPENDIX 1

Needs Assessment Indoor Sports Facilities

Strategic Recommendations

- SR1** Seeking to use Supplementary Planning Guidance in the future to meet sport and recreation facility needs of the community through Section 106 funding and developers contributions.
- SR2** Adopt the suggested minimum standards for sports and swimming facilities identified:
- Standard for swimming pool water space = 0.0049sq m per person.
Standard for three court sports halls = 14,172 population per 3 court sports hall and 0.042 sq. m of badminton court space per person
- SR3** Decide whether to refurbish or rebuild, Summerfield Leisure Centre and Falaise Fitness Centre. **(Dependent upon Summerfield's Leisure Centre Building Survey and Condition Report Costs as to refurbish or rebuild).**
- SR4** If the decision is taken to refurbish or rebuild Summerfield's Leisure Centre and Falaise Fitness Centre – then seek match funding from other sources including any new management contractor.
- SR5** If a rebuild of Summerfield's Leisure Centre is required investigate the possibility of a replacement swimming pool and fitness centre at White Rock Gardens. This meets the requirements of the Local Plan to build sports and leisure facilities in a town centre location.
- SR6** Consider the impact of the planned coach park on the current car park at Summerfield's Leisure Centre.
- SR7** Assist in the provision of a new indoor bowls facility either on an alternative site or at any new White Rock Leisure facility development.
- SR8** Consider tennis dome for use in the winter and summer months at White Rock Gardens
- SR9** If it is decided to rebuild Summerfield's Leisure Centre and relocate to White Rock Gardens consider the Integration of the management operation of the new White Rock Leisure Centre and the Tennis Centre to ensure that the facilities are complementary (i.e. management, booking and reception, social facilities, fitness suite facility etc.)
- SR10** To encourage participation and achieve outcomes to lower cancer and coronary heart disease rates and improve well-being. Ensure that any future community facilities built in priority areas are designed and built to accommodate indoor sports such as badminton, basketball (recreational), gymnastics, dance, aerobics, fitness training etc. With a separate area that

can be utilised as a crèche facility, or an area providing parking for a mobile crèche facility.

- SR11** In partnership with East Sussex County Council seek to agree with schools and the County, management agreements on opening sports halls and swimming facilities to be programmed for community and club use.
- SR12** Ensure with the County Council that a refurbishment programme and sink fund is in place at Hillcrest Sports Centre. Work in partnership with the County Council and individual schools to ensure sink funds are in place. Ensure sports halls and swimming pools are available for community use.
- SR13** Ensure through Hastings Transport Plans and Strategies that all Leisure Facilities are included on public transport routes and cycle paths.
- SR14** Ensure that all new builds and refurbishment of facilities meet Sport England and National Governing Body Guidelines.
- SR15** Ensure that all Leisure Management Contracts have sports development clauses within them, and that sports development, health promotion and other interested parties are consulted on what programmes of activity or time allocated slots for sports development, health and lifelong learning they wish to see provided in Facility management contracts.
- SR16** Ensure that facility management contracts require management operators to obtain and maintain a suitable quality assurance standard (e.g. Quest Sport England's Quality award for sports and leisure centres) as a minimum standard.

APPENDIX 2

Copy of Advert placed in Municipal Journal and Leisure Opportunities

Expressions of Interest

“We need improved leisure, cultural, educational and other facilities that will appeal to a wide age range throughout the day and into night time. Indeed, Hastings and St Leonards needs to establish a reputation as a distinctive environment of outstanding quality.”

Hastings and the surrounding areas are the subject of a multi million pound regeneration programme that involves many regional national and European organisations. With this exciting background Hastings Borough Council seeks expressions of interest in the operation and management of our Leisure Facilities on the termination of the existing contract in November 2005.

We wish to enter into a long term partnership arrangement that will see significant investment in the facilities close to Hastings Town Centre. They comprise of the Summerfields Leisure Centre and Falaise Fitness Centre. There is also a dual use centre at Hillcrest School on the outskirts of the town where a NOF project will soon add a multi use games area to the facilities available for the community.

Our recent Leisure Needs Analysis identified the need to refurbish or replace both Summerfields and Falaise. We will consider these options with our partners, once appointed, and intend to work with them to achieve the following key service objectives:

- Providing a high quality, safe, accessible and sustainable leisure management service.
- Taking account of national and local targets for participation and health improvement for Hastings and St. Leonards residents and work with the Healthier Hastings Partnership towards meeting those targets.
- To embrace sports development and agreed local sports development plans and initiatives including the Passport to Leisure Scheme.
- Meeting the primary objectives of the town's Leisure Needs analysis for the replacement and/or upgrading of the Council's leisure assets.
- Improve the 'value for money' achieved from the leisure contract through efficiencies in operational and facility management.
- Develop services to meet the needs of local black, minority ethnic groups and young people and commit to the equality and inclusion objectives of the Council.
- Commit to continuous improvement in delivering services including participation in a nationally recognised leisure quality assessment scheme and E-Government initiatives.
- To comply with all statutes and codes of practice relevant to the service.

Companies, Trusts or other organizations with the relevant skills, expertise and financial standing are invited to apply to be short-listed by contacting Jeremy Chambers – Senior Lawyer, Regeneration, Property and Contracts for an initial questionnaire at:

Legal Services

Hastings Borough Council

Town Hall, Queens Road

Hastings, East Sussex, TN34 1QR.

Fax No. 01424 781732

COMPLETED QUESTIONNAIRES MUST BE RETURNED BY Tuesday August 10, 2004

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