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15 February 2017

To: All Councillors

As a Member or Substitute of the **Community & Environment Committee**, please treat this as your summons to attend a **SPECIAL MEETING** to consider the **Leisure Service Review** on **Thursday 23 February 2017 at 6.00pm in the Council Chamber, Town Hall, Matlock.**

Yours sincerely

A handwritten signature in black ink, appearing to be "Sandra Lamb". The signature is fluid and cursive, with a large initial 'S'.

Sandra Lamb
Head of Corporate Services

AGENDA

1. APOLOGIES/SUBSTITUTES

Please advise Democratic Services on 01629 761133 or e-mail committee@derbyshiredales.gov.uk of any apologies for absence and substitute arrangements.

2. PUBLIC PARTICIPATION

To enable members of the public to ask questions, express views or present petitions, **IF NOTICE HAS BEEN GIVEN**, (by telephone, in writing or by electronic mail) **BY NO LATER THAN 12 NOON OF THE WORKING DAY PRECEDING THE MEETING.**

3. INTERESTS

Members are required to declare the existence and nature of any interests they may have in subsequent agenda items in accordance with the District Council's Code of Conduct. Those interests are matters that relate to money or that which can be valued in money, affecting the Member her/his partner, extended family and close friends.

Interests that become apparent at a later stage in the proceedings may be declared at that time.

4. LEISURE SERVICE REVIEW – UPDATE REPORT

3 – 10

To consider approval of the timetable for the proposed Communications Plan to achieve the engagement of stakeholders in the preparation of a Leisure Services Management Contract and the procurement of specialist advice to assist in defining the Leisure Services Contract Specification.

Members of the Committee - Councillors Jason Atkin, Jennifer Bower, Richard Bright, Sue Bull, Martin Burfoot, Albert Catt, Phil Chell, Ann Elliott, Vicky Massey-Bloodworth, Tony Morley, Joyce Pawley, Mike Ratcliffe, Lewis Rose, OBE, Andrew Statham (Vice Chairman), Colin Swindell, Philippa Tilbrook, Jo Wild (Chairman)

Substitutes - Councillors Deborah Botham, David Chapman, Tom Donnelly, Richard FitzHerbert, Steve Flitter, Alyson Hill, Susan Hobson, Neil Horton, Angus Jenkins, Tony Millward, BEM, Jean Monks, Garry Purdy, Irene Ratcliffe, Mark Salt, Jacquie Stevens, John Tibenham

COMMUNITY AND ENVIRONMENT COMMITTEE
23 FEBRUARY 2017

Report of the Corporate Director and Head of Community Development

LEISURE SERVICE REVIEW – UPDATE REPORT

PURPOSE OF REPORT

This report outlines a proposed Communications Plan to achieve the efficient and effective engagement of stakeholders in the preparation of a Leisure Services Management Contract. It also outlines a timetable for consultation and seeks agreement for the procurement of specialist advice to assist in defining the Leisure Services Contract Specification.

RECOMMENDATION

1. That the Communications Plan outlined at Section 2 of the report is approved.
2. That a six week period of stakeholder consultation commencing 6th March 2017 is approved in accordance with the details outlined at Sections 3, 4 and 5 of the report.
3. That the Committee endorse the appointment of specialist leisure consultants to assist in the formulation of a leisure service contract specification as outlined at Section 6 of the report.
4. That the Committee note the ongoing discussions with Anthony Gell School / Foundation.
5. That the Committee approve the revised project timetable as outlined at Section 8 of the report.

WARDS AFFECTED

All Wards

STRATEGIC LINK

The Leisure Service review has reflected on the District Council's priorities whilst also seeking to ensure that we deliver value for money and work effectively with partners.

1. BACKGROUND

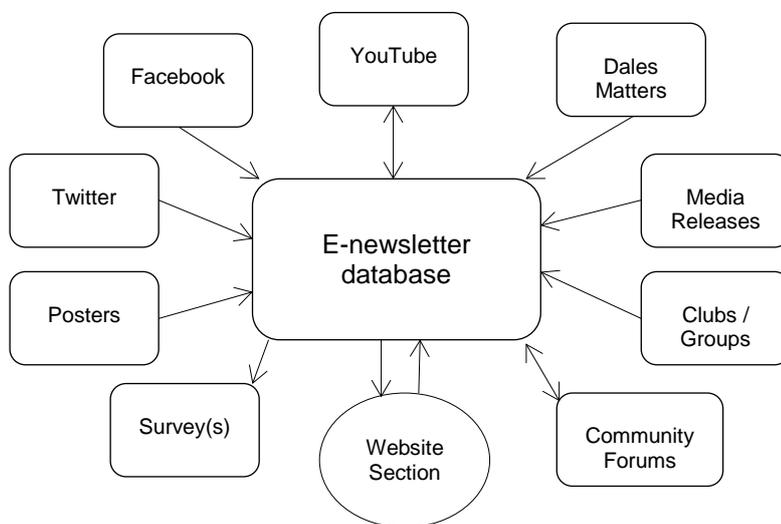
- 1.1 At its meeting on 1st December 2016, Council resolved to outsource the provision of leisure services at all four of the District Council's Leisure Centres to a specialist leisure services management contractor. The outline timetable for the work presented to Council suggested a target date of May / June 2018 to let the contract. Work has commenced on this process with a senior group of Officers working together on the project plan. The working Group is being Chaired by the Corporate Director (Paul Wilson), with the Head of Community Development (Ashley Watts), taking the project lead. Others Heads of Service are also involved through their specialisms.
- 1.2 This report presents an update on the work undertaken by the working group to date in respect of the following:

- Communications Plan
- Identification of Stakeholders
- Stakeholder Survey
- Stakeholder Consultation
- Procurement
- Anthony Gell School / Foundation Joint Use Agreement

2. COMMUNICATIONS PLAN

- 2.1 Engaging staff and external stakeholders on a regular basis will be an important element of the Leisure Review process. Communications updates and surveys - created by the Leisure Review Working Group - will encourage informed feedback from both inside and outside the organisation.
- 2.2 In regard to the engagement of external stakeholders, the Communications and Marketing Manager has created a 'Leisure Review' category in our MailChimp e-newsletter database which will enable the Council to communicate updates and actions on a regular basis. A total of 1,380 individuals are already signed up to receive e-newsletter updates about our leisure centres. It is therefore proposed that specific invitations are sent to invite these people to sign up to a new 'Leisure Review' category.
- 2.3 The District Council also utilises a number of other communication channels which will link stakeholders to the MailChimp sign-up. These include:
- Facebook (3,894 individuals follow our four leisure centres)
 - Twitter
 - YouTube (+ video updates)
 - Posters (in leisure centres)
 - Media releases
 - Dales Matters (Spring 2017 publication)
 - Leisure clubs/groups
 - Area Community Forums
- 2.4 To assist the e-newsletter approach, it is proposed that regular updates are made on the District Council's website with a list of FAQs to assist informed comment.
- 2.5 In recognition of the fact that some stakeholders will not have easy digital access, the Area Community Forums provide a useful opportunity for disseminating information and the first presentations are being made at the current round of forums. Individual Focus Groups could also be arranged at each centre (subject to demand).
- 2.6 In regard to internal staff communications, there are two key elements: leisure staff and support staff. The availability of the District Council's Intranet (SIDD) to external locations will enable regular updates, including short videos to be posted and made accessible to a much wider audience than the Town Hall. There is also an opportunity for two-way communication exchanges with leisure staff through their regular training sessions and team briefings. Significant efforts will be made to ensure that updates are provided to all staff after every meeting of the Working Group.

- 2.7 For Support Staff, regular updates will be provided by sending out an all-staff email with a link to the update on SIDD. In regard to leisure staff, they have been invited to provide personal email contact details in order to ensure that they can be kept informed where they don't have a direct Derbyshire Dales email address. This will enable the use of MailChimp. E-newsletter prompts will also link leisure staff to the core material on SIDD. Leisure Staff have also been invited to submit a mobile phone number to receive text message prompts via the corporate SMS application.
- 2.8 In addition to regular digital communication, there is an opportunity to use the Core Briefings to engage all staff in the review process.
- 2.9 In regard to Members, they will also be able to view the 'Leisure Review' section on SIDD when the external version of the site goes live and can be included in update emails.
- 2.10 A diagrammatic explanation of the Communications Plan is outlined below.



3. STAKEHOLDERS

- 3.1 In order to identify relevant stakeholders who need to be engaged through the implementation of the Communications Plan, the Working Group have reviewed all of those clubs and regular booking groups (excluding individual members) for each of the District Council's Leisure facilities.
- 3.2 A schedule of those clubs and regular booking groups who are to be engaged in the consultation are shown in the tables below.

Table 1: Arc Leisure Matlock Stakeholders

ARC LEISURE MATLOCK	
Matlock Canoe Club	Canoeing
Matlock Baileans	Hockey
Matlock Athletics Club	Athletics / Running
Darley Dale Badminton Club	Badminton
Go Di Karate	Karate
Matlock Water Polo	Water Polo
Tae Kwon Do	Tai Kwan Do
Matlock Town Juniors u11	Football
Darley Dale Cricket Club	Cricket

Derventio excell	Swimming
MAD Swimming Club	Swimming
Matlock Town Juniors u10	Football
Kickboxing Club	Kickboxing
Matlock Town Academy	Football
Local Schools	Football

Table 2: Ashbourne Leisure Centre Stakeholders

ASHBOURNE LEISURE CENTRE	
Ashbourne Badminton Club	Badminton
Ashbourne Cricket Club	Cricket
Clifton Cricket Club	Cricket
Alstonefield Cricket Club	Cricket
3 Blades Fencing Club	Fencing
Ashbourne Ju Jitsu Club	Ju Jitsu
Tae Kwondo Club	TaeKwondo
Ashbourne Netball Club	Netball
Ashbourne Swimming Club	Swimming
Ashbourne Triathlon Club	
Ashbourne Squash Club	Squash
Ashbourne Sub Aqua Club	SubAqua
Ashbourne Speed Skating	Inline Skating
Park Bowls	Indoor Bowls
Derby Phoenix	swimming
Ashbourne Aztecs Football	Football
Tai Chi	Tai Chi
Weightwatchers	weight management
Mayfield Panthers Football	Football
Ashbourne Runners	Running
Ashbourne Cycling Club	Cycling
Ashbourne Rugby Club	Rugby
Ashbourne Hockey Club	Hockey
Ashbourne Ladies Football	Football
Ashbourne Mens Football	Football
Regular Users	
Dovedale Badminton	Badminton
Lions Table Tennis	Table Tennis
Wednesday Night Football	Football
C W Sellors Badminton	Badminton
Inline Skating	Skating
Tuesday Football	Football

Table 3: Wirksworth Leisure Centre Stakeholders

WIRKSWORTH LEISURE CENTRE	
Wirksworth Colts	Football
Wirksworth Town FC	Football
Matlock Bailians	Hockey
Derwent Men Hockey	Hockey

Wirksworth Cricket	Cricket
Wirksworth Badminton	Badminton
Derwent Ju Jit Su	Ju Jit Su
Wirksworth Ivanhoe	Football
Dales Badminton	Badminton
Tansley Jrns under 10's	Hockey
Matlock Jnr Hockey	Hockey
Brassington FC	Football
Wirksworth Ivenhoe	Football
Regular Users	
Muschamp Badminton	Badminton
Over 50 Badminton	Badminton
Table Tennis - Nigel Kay	Table tennis
Badlot Badminton	Badminton
Derbyshire Slammers	Badminton
Tassell Badminton	Badminton
WDBL Badminton	Badminton
Monday night football	Football
Barcelona Football	Football
Middleton Football	Football
Friday night football	Football
Hogfoot Football	Football
League of Gentleman	Football
Cromford FC	Football
Age Before Beauty	Netball
Wirksworth Cricket Club	Cricket
Darley Dale Cricket Club	Cricket
Kevin Underwood Basketball	Basketball
Carlton Badminton Club	Badminton
Schools	
Anthony Gell School	Climbing and Gym

Table 4: Bakewell Swimming Pool Stakeholders

BAKEWELL SWIMMING POOL	
High Peak Pony Club	Swimming

3.3 Communication with these groups will be in the form of digital surveys, email communications and individual group discussions where appropriate. If there are any additional clubs/groups that are not listed above, these can easily be included where notified.

4. STAKEHOLDER SURVEY

4.1 At its meeting on 1st December, Council resolved that in order to inform the final specification for the leisure services contract, that a period of consultation with key stakeholders is undertaken. In this regard, the Working Group propose that an initial electronic survey is undertaken across the whole of the Derbyshire Dales which will promote the fact that the District Council currently has high quality leisure facilities

which we have invested heavily in recent years. Furthermore, it will emphasise that the decision to outsource is an opportunity to deliver services that are at least as good but hopefully better in future years. The main purpose of the survey will be to invite feedback on specific issues from users/stakeholders which can then usefully be used to influence the specification. This will also enable contributions from those groups/individuals who have historic associations with any of our leisure facilities through previous funding initiatives, programme development etc.

- 4.2 It is not the purpose of the survey to assess customer satisfaction with the existing facilities, moreover it is intended to identify those issues which are considered to be of value or benefit to customers and can be taken into account in the formulation of the contract specification.

5. STAKEHOLDER CONSULTATION

- 5.1 In order to raise awareness of the leisure review, it is proposed that the Spring edition of dalesMATTERS includes a specific feature about the review and informs of the stakeholder consultation that is to be undertaken. It is therefore proposed that a 6 week period of consultation is undertaken (6th March – 16th April 2017) to coincide with the publication of dalesMATTERS.
- 5.2 Following the stakeholder consultation, it is proposed that a Member Workshop is held to appraise members of the feedback that has been received and to also offer an opportunity for Members to input their views into the drafting of the leisure services contract specification. The exact timing of this workshop will be determined at a later date but is likely to be May/June.

6. PROCUREMENT

- 6.1 As with any major procurement project, it is necessary for the District Council to have access to external expertise in order to ensure that the procurement is undertaken in the most effective and efficient manner. In this regard, Derbyshire County Council has kindly offered the services of their Procurement Team and Solicitor on a cost recovery basis only. This provides a wealth of experience and expertise to the District Council which will be of considerable assistance to the District Council during the coming months. The cost of these services can be covered from within existing allocated budgets.
- 6.2 In addition to the above, it is necessary that the District Council obtains specialist consultancy services to assist in the drafting of a leisure service contract specification and to navigate the journey to final contract award. It is therefore proposed that the services of a consultant are procured through a competitive framework arrangement through the involvement of an established procurement framework organisation (NEPRO) whose remit is to assist in the procurement of public sector contracts. This will ensure open competition in the procurement of consultancy advice.
- 6.3 NEPO offers a complete procurement service which is compliant with EU and UK procurement regulations. They also have the benefit of saving time and cost due to the fact that procurement is undertaken through pre-approved suppliers. Again, the cost of these services can be covered from within existing allocated budgets.

7. JOINT USE AGREEMENT AND ANTHONY GELL SCHOOL / FOUNDATION

- 7.1 Following the Council meeting on 1st December, dialogue has continued with the

Anthony Gell School / Foundation in regard to the Joint Use Agreement (JUA) which enables shared use of the leisure centre facility in Wirksworth. These discussions have been productive and it has been agreed that further discussions will take place over coming weeks to progress matters to a mutually successful conclusion.

8. PROJECT TIMETABLE

- 8.1 At the 1st December Council meeting, an indicative timetable for the leisure review was approved. In light of the issues raised within this report, this timetable can now be refined as follows:

Procurement of Leisure Consultant	3 rd March 2017
Consultation with interested stakeholders and public	6 th March – 16 th April 2017
Stakeholder feedback and Member workshop	May 2017
Final contract specification and report to Members.	May 2017 – June 2017
Competitive tendering process	June 2017 – February 2018
Evaluation	February 2018 – April 2018
Report to Council	May 2018

- 8.2 At this stage, it is not possible to predict the precise implementation date of any contract that may be awarded. Further updates will be provided on this matter at a later stage in the process.

9 RISK ASSESSMENT

9.1 Legal

The Procurement route outlined in the report is compliant with current legislation and Contract Standing Orders. The leisure review project will be subject to a comprehensive risk assessment covering the many and diverse elements in order to mitigate risk to the Council. The legal risk is currently assessed as low and will be continually monitored.

9.2 Financial

As stated in the body of the report, the costs for consultancy can be met from existing budgets. The savings that are expected to be achieved as a result of letting a Leisure Services Management Contract will make a significant contribution to the Council's Corporate Savings Target. The financial risk arising from this report is, therefore, assessed as low.

10 OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

11 CONTACT INFORMATION

Paul Wilson, Corporate Director
 01629 761324
Paul.wilson@derbyshiredales.gov.uk

Ashley Watts, Head of Community Development
01629 761367
ashley.watts@derbyshiredales.gov.uk

12 BACKGROUND PAPERS

Council Report : Leisure Service Review - Final Report

1st December 2016