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| <b>Subject:</b>                | <b>Review of the Parkwood Leisure's 2018 Annual Review by the Communities Overview and Scrutiny Panel</b>  |
| <b>Reason for report:</b>      | To respond to Cllr Price's request to review the 2018 Annual Report submitted by Parkwood Leisure to the June 2019 Communities Overview and Scrutiny Panel, in relation to their delivery of the leisure management concession contract across RBWM leisure centres. |
| <b>Responsible officer(s):</b> | David Scott, Head of Communities, 01628 796205.  |
| <b>Senior lead sponsor:</b>    | Russell O'Keefe, Executive Director Place ,  |
| <b>Date:</b>                   | 17 October 2019  |

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## SUMMARY

The Royal Borough has been working with Parkwood Leisure (PL) as the operator of the concession contract for the Borough's leisure centres since the contract began with effect from January 2015. The concession contract for the operation and management of the borough leisure centres was awarded following a competitive market procurement process in 2014. The contract awarded was a 10 year concession contract with the option to extend for a further 10 years to follow is agreed with both parties.

The contract has a series of Service Outputs which are required by the Borough to be maintained throughout the life of the contract as the basis of the service to be delivered to users. The Service Outputs are included in the concession contract as Schedule 1, and are attached to this report as Appendix A. In addition to the general services required the service outputs also require the operator to maintain a number of established partnerships and commitments to a range of hard to reach target groups generally identified either through the borough's Joint strategic Needs Analysis (JSNA) or as long term established users groups', that promote access to high quality physical activity and minimise any barriers to participation.

## CONTEXT

PL are required to provide an annual report to the Borough each year, which sets out the performance and activity within the contract. This report is presented to the Borough's relevant Overview and Scrutiny Panel for consideration, and for the past three years has been in the form of a colour report in a booklet format. The 2018 report was presented to Communities Overview and Scrutiny Panel at the June 2019 meeting, and is attached in Appendix B.

Since the Panel meeting a number of questions have been raised which relate to the contract and service outputs by Cllr Price to seek points of clarification on the performance. These questions and the answers provided are shown in Appendix C.

The concession contract is structured in such a way so that the day to day operation of the leisure centres is the responsibility of the operator (PL) to promote and provide high quality services that maximise satisfaction and increase participation as well and maximise their income potential. The annual concession fee that PL pays to RBWM for the opportunity to run the leisure centres, The Service Fee payable to the Council is in return for the Council

providing the Contractor with the opportunity to run the leisure facilities and commercially exploit the facilities.

In the Contractor's bid (and subsequently the contract) the Service Fee increased year on year for the first 3 years of the contract (2015, 2016, and 2017) and the figure for the Service Fee is expressly set out in the contract. From year 4 (2018) of the contract, the Service fee is the Service Fee payable in year 3 indexed for inflation using the CPI indices.

The concession contract format enables the operator to be responsive to the changing market and ensure that the facilities are programmed in such a way so as to exploit them to the maximum, but with a number protected activities. The concession fee agreed is considered to be at the very top end of the market rates and the Borough received almost £3M per year from PL for their operation.

## **REVIEW**

The Overview and Scrutiny Panel can consider the report and ask further questions of Officers and or the Concession Operator's Management, to enable the Panel to consider any further specific areas of the centres' operations that they may feel is not addressed either by the Annual Report 2018 or the subsequent question and answers provided in Appendix C.

## **Appendix A – Contract Schedule 1 Service Outputs**

### **Service Outputs to be maintained throughout the life of concession contract**

Within the operation of the concession provide the Services in such a manner as shall promote and enhance the image and reputation of the Council and Borough in respect of leisure, recreational and sporting activities and in accordance with the law from time to time in force;

Raise awareness of the opportunities and the profile of sport and leisure as a significant contributor to the borough's wider aspirations. Offer a comprehensive range of entry level activities, develop pathways, increase and sustain participation levels. Programmes should be sensitive to market trends and demographics of the community and borough.

The contractor should aim to transform the lives of individuals and communities through their participation in a wide and inclusive range of sport and leisure activities that provide positive life experiences and opportunities.

Provide a wide range of high quality services and opportunities increasing community satisfaction across all sport and leisure activities increasing from the base level of services in 2013/14; Provide and develop sustainable, relevant, affordable and accessible opportunities for participation for the surrounding community and wider attracted centre visitors. Make people aware of the opportunities available and benefits of participation, encourage starting and sustaining of participation in activities.

Develop and provide a delivery system that engages with a wide range of partners acknowledging and celebrating the strengths and diversity of different delivery partners who will help engage with different communities.

Co -ordinate with various partners in delivering sport and leisure related services. Recognise that success can require multi-partner delivery systems to ensure opportunities exist that can be sustained and excel in performance.

Assist people to be healthy and active, work with partners to address the issues of residents uninterested in being physically active to remove barriers where possible. Whilst recognising that at different life stages, drop out can occur and challenge to social and lifestyle habits is required and encourage the community to 'choose' to spend their leisure time being active rather than opting for sedentary pastimes.

Encourage through partnerships the increase of both indoor and outdoor sports and leisure activities by neighbourhood clubs, groups and society infrastructure. Linking with and building on local voluntary and community skills and strengths. Encourage a stronger and more cohesive community providing a friendlier place to life through watching and playing sport and physical activity.

Introduce internal systems for monitoring quality assurance, performance and outputs.

An annual report on performance shall be submitted to the Council each year no later than 1 September in each calendar year commencing in 2014.

Not act in a manner, whether in the delivery of the Services or otherwise, which could reasonably be viewed as bringing the Council into disrepute;

Ensure that appropriate health and safety measures are put in place and carried out within all land and premises (including the Properties) from which the Services are delivered;

Only utilise, in the provision of the Services, such personnel as shall possess the appropriate experience, skills and qualifications necessary for the Services to be performed in accordance with this Agreement;

Ensure that all staff employed by or otherwise working on behalf of the concession holder and who are or may undertake work with vulnerable groups in delivery of the services, are suitable for the performance of the duties they will undertake, and that all staff are not according to current relevant legislation, deemed to be a risk either to the service users, the Contractor, the Properties or the Council.

The concession contract holder must employ sufficient staff to ensure that the Services are provided at all times and in all respects, in accordance with the Services Specification and within relevant Health and Safety guidelines.

Ensure that no advertising shall be displayed at the Properties or in relation to the Services which could reasonably be expected to cause offence or which has been prohibited by the Council, and no advertising of a political nature and no material which could be considered indecent, racial or obscene may be displayed;

Ensure that all of its stationery and signage and all advertising, publicity and promotional material relating to the Services clearly indicates in a manner approved by the Council in writing the relationship between the Contractor and the Council in relation to the provision of the Services.

The operators of the concession contract will have regard to all reasonable requests by the Council to act in a manner which assists the Council to meet its legal obligations, except insofar as such request may involve significant expenditure of resources or may otherwise prevent the contractor from delivering the Services or meeting its wider obligations.

## Services

The Leisure Centres will continue to be hub sites for activity ensuring that all parts of the community are given the opportunity to access high quality physical activity provision, minimising any barriers to participation by ensuring hard to reach target groups, groups identified through the JSNA (Joint strategic needs analysis) and leisure centres established long term user groups continue to access the centres and that this is continually supported and honoured.

Existing Partnerships and commitments to be maintained unless agreed by the Councils Concession Manager

- Continue all the following schemes:
- GP Referrals co-ordinated in Bodyzone gyms with the aim of prescribing physical activity to enhance a person's wellbeing — developing new sessions with C.C.G and local GPs.
- New cancer rehab provision, stroke rehabilitation, cardiac rehabilitation phase 3 and 4.
- Smoking Reduction- Smoking cessation programme in Bodyzone gyms.
- Charging reduced prices under the Advantage plus subsidised scheme for qualifying classes.
- Generations scheme, Mend project/ Green room supporting young people with educational difficulties and offer the sensory zone for young people with disabilities.
- To promote a physical activity action plan- Offering choices through, Advantage, Advantage

plus, SHINE/SMILE programmes and 13-19 activity. Including annual events like the SMILE Christmas Party.

- SMILE exercise classes run at the leisure centres, 50+ Clubs and other targeted activities on the older age market.
- First Responder Scheme; maintain defibrillators at all 5 sites.
- To provide reduced rates in hall for blood donor sessions.
- Time out memberships to carers to enhance their quality of life.
- To operate regular NPLQ/Swim teaching courses at least 2 courses per site per year.
- Emergency Planning — Retaining their role as emergency rest centres in the events of incidents in RBWM.
- To run swimming lessons available at all levels and age groups to the public.
- Continue to support local community groups such as the Rotary and Lions Club to support events such as the annual Swimathons.
- To continue clubs time for all swimming club including Maidenhead Marlins, Windsor Swimming Club, Starfish, Electric Eels and SportsAble including gala Competitions I.E one whole weekend in January etc.
- To offer the British Olympic Association scheme to offer free gym membership to athletes recognised as representing their country.
- To support the work of the three year Community Sport Activation Fund project through Sport England and run through the Sports Development team in way of supporting with facilities and additional activities.
- To offer awards for the STARS schemes through the councils transport team in rewarding young people walking to school with leisure centre offers.
- Continuing to offer subsidised school holiday schemes for young people through social services and low income families as well as supporting young disabled people to attend these schemes with support needed.
- To continue issuing Advantage cards, the Council will remain owner of the Advantage card database.
- To continue the Kidwells Park netball league over three evenings.
- To continue all historic regular bookings with local groups — Claire Court School, Maidenhead Synagogue etc.
- Continue to offer money off swimming vouchers for the Green Waste scheme operated by the Councils waste disposal agents.
- Provide free use at Braywick A.T.P for education use up to 5pm Monday to Friday, term time.
- To operate a 50% maximum of block bookings for all sports hall during peak times.
- To maintain the Magnet as a competition pool for local, regional and national competitions.
- To honour all long term club bookings in halls, pools, pitches etc, - Windsor Swimming Club and Marlins Swimming Club, Maidenhead.

**Appendix B – Parkwood Leisure 2018 Annual Report**

Published as part of Agenda.

## Appendix C – Questions and Answers raised by Cllr Price October 2019

Q1 - What was revealed by the mystery shopper reports, ie what was identified as areas for improvement and did this back up direct customer feedback? Is this something that is to be continued? There is no mention of Members Meetings, and yet as a member of the Windsor Leisure Centre we used to have these but not recently.

ANS 1 - The mystery shoppers measure the customer journey from their first interaction with the centre to their greeting at reception, sales follow up, experience in the facility area selected for use on the day. The last one for Windsor highlighted that the induction the auditor received in the gym was an area for greater depth from the instructor. The report commended the welcoming introduction to the site and commended the exercise class attended. They are funded by Legacy Leisure (LL), and are undertaken at the two main Leisure Centres on average 4 each year. We understand these will continue even though they are not contractually obligatory.

User group meetings are in place periodically focussed on particular activities, ie swimming, wheel chair basketball etc. rather than an open meeting for all users to attend. With respect to gym members, this has not had the greatest consistency with attendance and timings for meetings. However the Gym Manager, the Fitness Manager and the Retention Manager do a lot of engagement activity with individuals at various times throughout each week to capture feedback. Monthly building inspections are undertaken by centre management shared with the council, these focus on areas of improvement for the management teams at each site and include photographic records of findings.

Q2 - How is the Service Output "transform the lives of individuals and communities through their participation in a wide and inclusive range of sport and leisure activities that provide positive life experiences and opportunities" measured?

ANS2 - This is measured by the number of new and expanded activities. Eg. Roller derby, Pickleball, Wheelchair basketball, ladies basketball, Sport in mind sessions, Walking netball, virtual spin and other new classes, Steps to health classes, G.P. referral attendances, participation in "Fit for Life" initiative weeks, SMILE sessions, squash coaching, attendances at Cardiac Rehabilitation classes, Stroke Rehabilitation classes and Cancer rehabilitations classes. These sessions are targeted at those less likely to be active and are offered to improve lifestyles and encourage more active lifestyles for those at greatest risk of becoming inactive due to life experiences.

Q3 - There is great emphasis within the Service Outputs on working with partners/co-ordinating with various partners. I'm particularly interesting in which local partners ("neighbourhood clubs, groups and society infrastructure) Parkwood Leisure have worked with., whilst recognising their work with national bodies.

ANS - The operator works closely with the local School Sports Partnership (SSP), Achieving for Children, Town Centre Managers. They undertake a number of visits to school assemblies, local clubs including: Rotary, SportsAble, scouting groups, both the borough's swimming clubs, Volleyball club, netball club, the RBWM Sports Development Officer, the Maidenhead Advertiser, and Genesis Cancer, (new charity based in Windsor who support those with cancer).

Q4 - I would like to understand more how it has measured its success in addressing "the issues of residents uninterested in being physically active to remove barriers where possible. Whilst recognising that at different life stages, drop out can occur and challenge to social and lifestyle habits is required and encourage the community to choose to spend their leisure time being active rather than opting for sedentary pastimes".

ANS - To engage none users the following is a list of examples the contractor operators: Offering open weekends where all activities are free; refer a friend offers and promotions. Attendance at local fayres, Doctors surgery visits, Town centre presence to engage none users. The events programme was established to introduce a new user to the centre and engage them with a view to widening interest to all the activities on offer at the centre. The contractor offers Advantage Plus discounted prices (low income families), SMILE gym membership and SMILE classes for the over 60s , and free use to the over 90s. Pathway from community GP surgeries into the leisure centre programmes working with Social Prescribers in the CCG. Generations scheme to encourage young people to exercise with their parents, Starfish Swim Club specifically for young people with Learning Difficulties, Time Out our scheme for young people in care, and their carers in general.

Q5 - Is Parkwood Leisure involved with the following schemes - new cancer rehab provision?

ANS - yes this session is held at the Magnet and Windsor LC. The stroke rehabilitation is held at MLC. With respect to smoking reduction this has now been halted as a national scheme. The Generations scheme continues, Mend project, Green Room supporting young people with education difficulties, and offering a sensory zone for young people with disabilities – these schemes have now ceased operation by the organisers so are no longer attended. 50+ has been incorporated and embedded into the SMILE programme, which is very well attended at both main centres. The STARS, subsidised school holiday schemes, this scheme has been added to the Time Out scheme. The Boyne Grove Adult LD programme remain embedded within the Magnet and still have a weekly base in the centre.

Q6 - Have blood donor sessions taken place?

ANS - No, the delivery organisation moved 12 months ago to a free venue.

Q7 - Did any athletes take up offers of free gym membership under the BOA scheme? I note 3 did under the FANS scheme.

ANS. No athletes were put forward by the BOA , the operator would honour any reasonable requests received .

Q8 - It is encouraging to read that there were 900 children from 30 schools each week in the swimming programme. It would helpful to have similar broad figures for the other activity programme itemised in 3.2.

ANS. -we have asked for a full read out of the specific courses run by the operator with attendance figures – netball , trampolining , SMILE etc.

Q9 - I recognise that the Leisure Industry, as a service industry, has challenges in recruiting and retaining experienced and qualified staff. There is a direct correlation between service standards and a stable well-qualified workforce. I recognise the work Parkwood is doing in terms of training and apprenticeships. It would be helpful to know the average age of staff employed and staff turnover figures.

ANS - Ages range from Aisha Hodge a recently appointed general assistant aged 15 (approved by AfC to work under 16 ) , to Rita Plumridge who continues to run one of the SMILE sessions at 82yrs . 460 different members of staff are employed, both contracted and seasonal with a turnover of 21% , which is believed to be a little below the average for the industry in the South (the councils own target turnover figure is 12.3%) . Young people are recruited for weekend and evening shifts whilst at school and leave to attend university or get F/T jobs after school. 40 staff have worked at the centres for over 10 yrs and one member of staff has worked at the Magnet for the past 40 yrs.