

Report Title:	RBWM Leisure Management Contract re-procurement update and timescales
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor McWilliams Cabinet member for Digital Connectivity, Housing Opportunity, and Sport and Leisure
Meeting and Date:	Cabinet – 23 June 2022
Responsible Officer(s):	Andrew Durrant – Executive Director Place Alysse Strachan – Head of Neighbourhoods
Wards affected:	All

REPORT SUMMARY

This report updates Cabinet on the re-procurement process and timeline for the re-tender of the Borough's Leisure Management Contract, which will seek to appoint the leisure operator for the next contract period with effect from 1 August 2023.

The contract re-procurement will identify the next operator following the end of the current contract with Leisure Focus Trust, who were appointed in June 2020 to operate a 2+1 year contract following the business transfer agreement from Parkwood when the Covid pandemic began and there were major impacts on leisure contracting arrangements across the country.

The new contract will include the five sites in the existing leisure management contract (Braywick Leisure Centre (LC), Windsor LC, Charters LC, Cox Green School Community LC, Furze Platt School Community LC) and two additional smaller sites that current sits outside of the contract (Dedworth Community Centre and Larchfield Community Centre). The operation of the borough's leisure centres contributes significantly to our corporate plan objectives of Thriving Communities, Inspiring Places, and to Create a sustainable borough of opportunity and innovation, by providing high quality, accessible sport and leisure facilities that help and encourage more people to be more active more often and be more healthy.

In parallel with the contract re-procurement the borough is also developing a sport and leisure strategy with the primary objective of 'more residents, more active more often and more healthy', and which will support and inform the future role of the leisure centres as a key strand to our overall sport and leisure delivery in RBWM.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) *Process for the re-procurement timeline and to appoint the operator for our leisure centre for the next 12 year contract period.***

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
<p>To re-procure the leisure management contract in the open market to seek to achieve the best possible management fee payable to the Council from the operation of our leisure centres following the conclusion of the current contract.</p> <p>This is the recommended option</p>	<p>This approach reflects the previous decision to appoint Leisure Focus Trust for a period of 2+1 years following the business transfer agreement reached with Parkwood when they decided they could no longer operate the borough's contract in the spring of 2022 when Covid impacted on all leisure operations.</p>
<p>Not to re-procure the next operator via an open market process at this time, but to appoint the current operator for a further period, and delay the open market procurement process for a further one or two years, when the impact of Covid may be reduced and even greater numbers of users have returned to regular activity in our centres.</p> <p>This is not recommended</p>	<p>If the borough were to delay the open market re-procurement it may be challenged by other operators, and it would likely delay the achievement of the best possible value for money from our current leisure estate.</p>

2.1 When Covid emerged in early 2020, there were huge impacts on the operation of public venues including local authority and private leisure centres, and under the Government's policies all leisure facilities went through an extended period of closures and restricted operations. At that time the Borough had a 10 year contract (with the option for a further 10 year extension) with Parkwood Leisure that had commenced in January 2015, following an open market procurement process in 2014.

2.2 Parkwood decided it was unable to continue to operate the contract and in June 2020 Cabinet agreed to a Business Transfer Agreement (BTA) which terminated the contract with Parkwood and transferred the operations to a new Community Incorporated Organisation (CIO) the Borough had helped create at very short notice, Leisure Focus Trust (LFT), who took over from Parkwood with effect from 1 August 2020. Leisure Focus Trust were appointed to operate the contract on a 2 year plus 1 year extension option basis, the one year extension runs until 31 July 2023. This new procurement process seeks to appoint the operator for the subsequent 12 years with a 5 year extension option. The initial 12 year period seeks to reflect that leisure services are still recovering from the impact of Covid and it is considered a good period to enable contractors to maximise the centres potential.

2.3 At the time the current contract was awarded, there was huge uncertainty in the leisure contracting market, and the Borough has been very pleased with the Leisure

Focus Trust's performance to manage our leisure centres and restore the public's confidence to return to using our facilities in a very safe and managed way. Cabinet approved a Business Plan from LFT in June 2020 before the longer-term impacts of the Covid Pandemic and the Government's Road Map to recovery and Living with Covid were fully developed. However, LFT have done a fantastic job of operating the centres and the Borough and its residents have benefited from their positive approach to operating and paying the Council a management fee. In many Councils, where the operators were previously paying the Council, those contracts now have the councils paying the contractors to operate and run their centres or negotiations about reduced payment levels are ongoing.

2.4 Braywick Leisure Centre operated by Leisure Focus has been shortlisted in the following category at the ukactive (leisure industry) Awards 2022: Regional (South) & National Club/Centre of the Year. The Braywick site had more visits in April 2022 than its predecessor Magnet leisure centre did in the April's prior to the Covid pandemic, this trend is expected to continue as the recovery from the pandemic takes place and is a credit to the dedication of LFT.

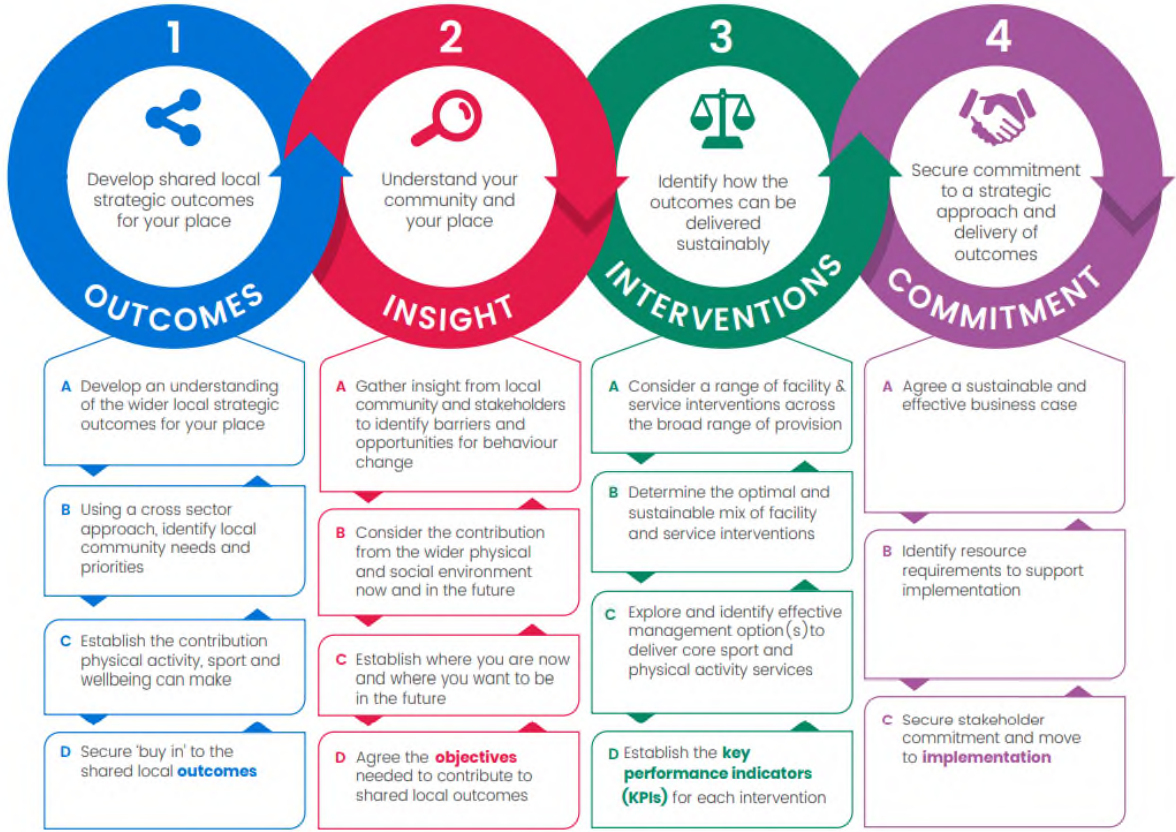
2.5 RBWM have appointed consultants to assist with the re-procurement process. The Sports Consultancy are leading on the leisure contractor procurement, and specialise in this market and have supported the Borough previously, and Brown Jacobson to support the contract documentation and who supported the borough to facilitate the creation of a new CIO in the spring of 2020. There is a core officer group working with these consultants to ensure all aspects of this significant contract are fully considered. The officer group includes representatives from: Leisure, Finance, Procurement, Legal, Public Health and Property.

2.6 To date there has been some soft market engagement with key operators to gauge the market interest and appetite for this new and significant leisure contract. The current operator (LFT) and various well-known market leading operators expressed an interest in the new contract and provided some helpful feedback on the outline of the contract that was shared with them as part of that exercise. The soft market engagement indicated that there will be some competition for this contract.

2.7 In addition to the re-procurement of the leisure centres management contract, the Borough is developing a revised sport and leisure strategy which will have at its heart the primary objective of more residents, more active, more often, and more healthy. The operation of the borough's leisure centres contributes significantly to our corporate plan objectives of Thriving Communities, Inspiring Places, and to Create a sustainable borough of opportunity and innovation, by providing high quality, accessible sport and leisure facilities for our residents. This will be underpinned by three priorities that are expected to focus on:

1. Promote and champion existing clubs to help grow membership
2. Maximise usage and accessibility of existing facilities to enable clubs to grow
3. Identify gaps in leisure/sports facility provision and explore opportunities to address

2.8 The council is determined to ensure the approach to this strategy work places significant emphasis on engagement with key stakeholders to understand collaborative service opportunities. Sport England’s ‘Strategic Outcomes Planning Model’ (shown below) will be used as a systematic and evidenced based tool for any investment in new facilities or services and builds in opportunities to ensure ‘buy-in’ from senior officers and elected members. It will provide both options of new facility investment and key service interventions. Finally, the approach will support any strategic funding applications if applicable as an industry recognised standard within the sector.



2.9 In parallel with developing this overarching sport and leisure strategy the borough is also undertaking a refresh of Playing Pitch provision analysis, and the Built Facilities Review, which will both help identify strengths and weakness in the current provision across RBWM. These are also recognised documents that sit alongside the adopted Borough Local Plan.

2.10 The overarching strategy objective and priorities will inform how the leisure centre management contract will support and contribute to the overall ambition to seek better health outcomes and wellbeing for our residents.

3. KEY IMPLICATIONS

3.1 The Leisure Management Contract is a significant income generator for the Council, which contribute to a net reduction in wider Place services . Pre-Covid the Borough was receiving just under £3m per annum from the operator as the surplus

from the contract that they tendered for in 2014. This is one of the highest performing contracts in the country for the scale and mix of facilities that the contract covers. The procurement process being used is the Open Procedure in accordance with the requirements of the Public Contract Regulations 2015 (PCR 2015).

3.2 It is intended that by going back to the marketplace, albeit that public use of leisure centres across the country has not yet fully recovered from the considerable impact Covid had on the usage, the borough will continue to achieve the best value for money from the operations over the next 12 year period (with an option for a further 5 year extension).

3.3 The timeline for the re-procurement process is summarised in Table 2.

Table 2: Procurement timeline.

Date	Activity
23 June	Cabinet endorses re-procurement process
July	Place advertisement, issue document for the Invitation to Tender
July to September	Tender period
July / August	One to one tender clarification meetings with contractors
End of September	Deadline for receipt of Tender
October to December	Evaluation of Tenders
February 2023	Report to Cabinet on outcome of the procurement process.
Early March 2023	Notification of Contract award decision
March 2023	Standstill period
End of March 2023	Confirm contract award
April 2023	Finalise and sign contract
May- July 2023	Contract mobilisation
1 August 2023	New Contract start date

3.4 This is a large and important contract for the borough and the service specification will be mainly be based upon the successful contract that has operated since January 2015 which has generated a significant concession fee from the operator to the Council. The form of contract will also reflect Sport England's Leisure Services Delivery guidance. The key components of the contract specification include:

- A careful balance between quality (technical criteria) and cost (Commercial criteria), split 40/60% for tender scoring purposes to evaluate the delivery of services required, within the tender process to seek to secure the most economically advantageous tender, which combines both price and technical quality.
- Success will be a guaranteed minimum income target set by the Council from the leisure provider, whilst meeting increased general participation/attendance targets as well as targeted deconditioned markets at the leisure facilities.

- Alongside refreshed Built Facilities & Playing Pitch Strategies to consider longer term facility stock renewal, improvements, and new build across geographic areas of the authorities' boundaries
- Demonstrate commercial acumen to deliver sustainable leisure services but also identify growth opportunities over the next 12+ 5 year contract term
- Health & Community engagement – develop existing partnerships and deliver programmes beyond the leisure centre facilities that benefit residents' health & wellbeing
- Work in collaboration with sports clubs to encourage growth and sustainability as part of a continuum of activity for users.

3.5 The timeline set out in Table 2 recognises there are a number of key stages to the re-procurement process to ensure that the contract let is not challenged and that the Council has a very robust and resilient contract with the selected operator to ensure high quality leisure opportunities whilst at the same time generating the maximum return to the council from the leisure estate the contract covers.

3.6 The final decision to appoint the successful contractor will be one for Cabinet (as the values will be significantly over £500K as well as being having a cross borough impact), and it is proposed this will be in February 2023.

3.7 The Invitation to Tender (ITT) and the Service Specification will reflect the general form of the Sport England Leisure Services Delivery Guidance. The ITT recognises the Borough Corporate Plan 2021 – 2026, and that the borough declared a Climate Change Emergency in 2019, and is committed to being carbon neutral by 2050, and as such that the authority and the contractor are required to do everything in their powers to minimise the carbon emissions of the leisure portfolio within this contract.

What else? Is this table required given the report is to note...

Table X: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 This contract currently generates significant income for RBWM from the concession fee paid by the contractor to RBWM which contributes to the overall funding for the council to operate all of its services. The re-procurement process seeks to continue this position whilst also balancing the need to retain control over key outcomes required from the operators to support our corporate objectives and promote healthier lifestyles.

4.2 This report does not have any specific financial implication as it relates to the re-procurement process being undertaken to secure the new operator for the next contract period. The contract ITT is seeking to maintain as a minimum the £2.5M per annum concession fee from the operator, which recognises the post

Covid market which is still not yet recovered fully to pre-Covid levels, although RBWM centres are exceeding the general leisure centre market recovery levels.

5. LEGAL IMPLICATIONS

5.1 The RBWM legal team have been involved in monthly meetings with the external consultants and will be providing feedback as the need arises. External support had been instructed to deliver the majority of the contract legal work due to the size and specialist nature of the contract. The property elements of the contract and related leases will be provided by the RBWM Legal team in collaboration with the Property Services Team.

5.2 Procurement have been involved in monthly meetings with the external consultants and will be providing further feedback on the final documents before they are sent out to the market.

6. RISK MANAGEMENT

6.1 The approach being adopted to the re-procurement process seeks to ensure the Council has a robust process in place to appoint the next contractor that will stand up to any challenge should another contractor seek to challenge the eventual appointment of the new operator, or the process followed to award this large contract.

6.2 The re-procurement approach also seeks to ensure that there is robust competition for this contract and in so doing optimise the concession fee paid to RBWM.

6.3 Table X: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk

7. POTENTIAL IMPACTS

7.1 Equalities. Equality Impact Assessments are published on the [council's website](#). [EQIA screening form](#). As part of the tender process the council will specify some protected bookings and/or membership categories in order to minimise any impact of changing contractor (if the incumbent operator does not retain the contract). It is the council's view that bidders will provide details on how they will support the participation of underrepresented groups within their tender submission.

7.2 Climate change/sustainability. As part of the tendering process and the subsequent evaluation of tenders received, bidders will be required to submit details on how they will support the Council's motion to declare a climate emergency through energy reduction and control measures at the leisure facilities.

7.3 Data Protection/GDPR. Bidders are required to conform to the most up to date Data Protection and GDPR guidance, this will form part of the tender process and will be specified within the contract issued to the successful bidder.

7.4 As part of the tendering process bidders will outline their staffing and workforce practices including their approach to staff development. Proposals from the tenderers are expected to include how they will support community cohesion and look after the council property and assets detailed within the tender documents.

7.5 Not following the advised process could impact Council's ability to meet the corporate target of 10% increase in attendance at leisure centres (including those who are 60+, disabled and have attended as part of a medical referral scheme). The attendance at leisure facilities also supports another of the council's objectives to increase the activity level of residents and reduce the obesity levels of primary school aged children.

8. CONSULTATION

This report is seeking to ensure that Cabinet and all Members are aware of the re-procurement process being followed for this significant contract. In parallel with the re-procurement process the borough is updating its Sport and Leisure Strategy, the Playing Pitch Strategy and the Built Facilities Strategy, which will all have their own consultation processes. The outcomes from these refreshed documents will help inform the final contract with the successful bidder.

9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: 'Immediately'; The full implementation stages are set out in table 2.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A – Equality Impact Assessment

11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Cabinet Report – Business Transfer Agreement Parkwood Leisure to Leisure Focus Trust June 2020

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	27/05/22	27/05/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	27/05/22	27/05/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)		
Elaine Browne	Head of Law (Deputy Monitoring Officer)	26 /05/22	26/05/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)		
<i>Mandatory: Procurement Manager (or deputy) - if report requests approval to award, vary or extend a contract</i>			
Lyn Hitchinson	Procurement Manager	26 /05/22	26/05/22
Julian McGowan	Senior Finance Business Partner	26 /05/22	26/05/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive		
Andrew Durrant	Executive Director of Place	23/05/20 22	25/05/20 22
Kevin McDaniel	Executive Director of Children's Services		
Hilary Hall	Executive Director of Adults, Health and Housing		
<i>Heads of Service (where relevant)</i>			
<i>Insert as appropriate</i>	Head of		
David Scott	Head of Communities.....	22/05/22	22/05/22
Alysse Strachan	Head of Neighbourhoods.....		25/05/20 22
<i>External (where relevant)</i>			
<i>Insert as appropriate or N/A</i>			

Confirmation relevant Cabinet Member(s) consulted	Councillor McWilliams - Cabinet member for Digital Connectivity, Housing Opportunity, and Sport and Leisure	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision First entered into the Cabinet Forward Plan: 25 May 2022 For information	No	No

Report Author: David Scott Head of Communities 07710 352 095

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Leisure contract re-procurement

Essential information

Items to be assessed: (please mark 'x')

Strategy		Policy		Plan		Project		Service/Procedure	X
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Responsible officer	Alysse Strachan	Service area	Leisure Services	Directorate	Place
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Stage 1: EqIA Screening (mandatory)	Date created: 10/06/2022	Stage 2 : Full assessment (if applicable)	Date created : N/A
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Approved by Head of Service / Overseeing group/body / Project Sponsor:

"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print): David Scott

Dated: 15/06/2022

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Leisure contract re-procurement

Guidance notes

What is an EqlA and why do we need to do it?

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advancing equality of opportunity between those with 'protected characteristics' and those without them.
- Fostering good relations between those with 'protected characteristics' and those without them.

EqlAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups. All completed EqlA Screenings are required to be publicly available on the council's website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.

What are the "protected characteristics" under the law?

The following are protected characteristics under the Equality Act 2010: age; disability (including physical, learning and mental health conditions); gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

What's the process for conducting an EqlA?

The process for conducting an EqlA is set out at the end of this document. In brief, a Screening Assessment should be conducted for every new or reviewed strategy, policy, plan, project, service or procedure and the outcome of the Screening Assessment will indicate whether a Full Assessment should be undertaken.

Openness and transparency

RBWM has a 'Specific Duty' to publish information about people affected by our policies and practices. Your completed assessment should be sent to the Strategy & Performance Team for publication to the RBWM website once it has been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. If your proposals are being made to Cabinet or any other Committee, please append a copy of your completed Screening or Full Assessment to your report.

Enforcement

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Leisure contract re-procurement

Stage 1 : Screening (Mandatory)

1.1 What is the overall aim of your proposed strategy/policy/project etc and what are its key objectives?

The leisure contract re-procurement process will identify the next leisure facility operator following the end of the current contract with Leisure Focus Trust, who were appointed in June 2020 to operate a 2+1 year contract following the business transfer agreement from Parkwood when the Covid pandemic began, and there were major impacts on leisure contracting arrangements across the country.

The new contract will include the five sites in the existing leisure management contract (Braywick Leisure Centre (LC), Windsor LC, Charters LC, Cox Green LC, Furze Platt LC) and two additional smaller sites that current sit outside of the contract (Dedworth Middle School Community Facilities and Larchfield Community Centre). The operation of the borough's leisure centres contributes significantly to our corporate plan objectives of Thriving Communities, Inspiring Places, and to Create a sustainable borough of opportunity and innovation, by providing high quality, accessible sport and leisure facilities that help and encourage more people to be more active more often and be more healthy.

In parallel with the contract re-procurement the borough is also developing a sport and leisure strategy with the primary objective of 'more residents, more active more often and more healthy', and which will support and inform the future role of the leisure centres as a key strand to our overall sport and leisure delivery in RBWM.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Leisure contract re-procurement

1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics? Consider each of the protected characteristics in turn and identify whether your proposal is Relevant or Not Relevant to that characteristic. If Relevant, please assess the level of impact as either High / Medium / Low and whether the impact is Positive (i.e. contributes to promoting equality or improving relations within an equality group) or Negative (i.e. could disadvantage them). Please document your evidence for each assessment you make, including a justification of why you may have identified the proposal as “Not Relevant”.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Leisure contract re-procurement

Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	Relevant	Low	Positive	The facilities are accessed and available for all residents with protected characteristics. As part of the tender process applicants are scored on their programming and timetabling to best ensure positive provision for the whole community.
Disability	Relevant	Low	Positive	The facilities are accessed and available for all residents with protected characteristics. As part of the tender process applicants are scored on their programming and timetabling to best ensure positive provision for the whole community.
Gender re-assignment	Relevant	Low	Positive	The facilities are accessed and available for all residents with protected characteristics. As part of the tender process applicants are scored on their programming and timetabling to best ensure positive provision for the whole community.
Marriage/civil partnership	Relevant	Low	Positive	The facilities are accessed and available for all residents with protected characteristics. As part of the tender process applicants are scored on their programming and timetabling to best ensure positive provision for the whole community.
Pregnancy and maternity	Relevant	Low	Positive	The facilities are accessed and available for all residents with protected characteristics. As part of the tender process applicants are scored on their programming and timetabling to best ensure positive provision for the whole community.
Race	Relevant	Low	Positive	The facilities are accessed and available for all residents with protected characteristics. As part of the tender process applicants are scored on their programming and timetabling to best ensure positive provision for the whole community.
Religion and belief	Relevant	Low	Positive	The facilities are accessed and available for all residents with protected characteristics. As part of the tender process applicants are scored on their programming and timetabling to best ensure positive provision for the whole community.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Leisure contract re-procurement

Sex	Relevant	Low	Positive	The facilities are accessed and available for all residents with protected characteristics. As part of the tender process applicants are scored on their programming and timetabling to best ensure positive provision for the whole community.
Sexual orientation	Relevant	Low	Positive	The facilities are accessed and available for all residents with protected characteristics. As part of the tender process applicants are scored on their programming and timetabling to best ensure positive provision for the whole community.

Outcome, action and public reporting

Screening Assessment Outcome	Yes / No / Not at this stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
Was a significant level of negative impact identified?	No	N/A	David Scott	N/A
Does the strategy, policy, plan etc require amendment to have a positive impact?	No	N/A	David Scott	N/A

If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered “No” or “Not at this Stage” to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Leisure contract re-procurement

Stage 2 : Full assessment

2.1 : Scope and define

2.1.1 Who are the main beneficiaries of the proposed strategy / policy / plan / project / service / procedure? List the groups who the work is targeting/aimed at.

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2.1.2 Who has been involved in the creation of the proposed strategy / policy / plan / project / service / procedure? List those groups who the work is targeting/aimed at.

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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Leisure contract re-procurement

2.1.2 Who has been involved in the creation of the proposed strategy / policy / plan / project / service / procedure? *List those groups who the work is targeting/aimed at.*

2.2 : Information gathering/evidence

2.2.1 What secondary data have you used in this assessment? *Common sources of secondary data include: censuses, organisational records.*

2.2.2 What primary data have you used to inform this assessment? *Common sources of primary data include: consultation through interviews, focus groups, questionnaires.*

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Leisure contract re-procurement

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Eliminate discrimination, harassment, victimisation

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Leisure contract re-procurement

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

Advance equality of opportunity

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Leisure contract re-procurement

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Leisure contract re-procurement

Foster good relations

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

2.4 Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts? If so please summarise any updates.

These could be service, equality, project or other delivery plans. If you did not have sufficient data to complete a thorough impact assessment, then an action should be incorporated to collect this information in the future.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Leisure contract re-procurement