

# Health & Wellbeing Scrutiny Panel

Agenda  
Item:

**A.2**

Meeting Date: 27<sup>th</sup> August 2020  
Portfolio: Culture, Heritage and Leisure  
Key Decision: Not Applicable:  
Within Policy and  
Budget Framework No  
Public / Private Public

Title: GREENWICH LEISURE LTD UPDATE  
Report of: The Deputy Chief Executive  
Report Number: CS 20/20

## Purpose / Summary:

This report presents Greenwich Leisure Limited's (GLL) annual performance and operations update on the Carlisle City Council Leisure Contract.

The report attached at Appendix 1 covers January to December 2019– the second year of the Council's new leisure contract with GLL. The report also provides information on how GLL have adapted the facilities in response to the Covid-19 pandemic.

GLL's Partnership Manager will attend the Health and Wellbeing Panel to give a presentation (Appendix 2) on key points from this annual update.

## Recommendations:

The Panel are asked to scrutinise the update report and presentation provided by GLL.

## Tracking

Executive:	N/A
Scrutiny:	27 <sup>th</sup> August 2020
Council:	N/A

## **CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

Develop and deliver the proposed new leisure contract to improve facilities at The Sands Centre in line with the City Sports Facilities Development Plan and enhance the leisure services across the city.

**Contact Officer:**            **Luke Leathers / Gary Oliver**                            **Ext:**    **7481 / 7430**

**Appendices**                    **Appendix 1 Partnership Report, Appendix 2 Presentation**  
**attached to report:**

**Note:** in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

### **CORPORATE IMPLICATIONS:**

**LEGAL –**

**FINANCE –**

**EQUALITY –** This report raises no explicit issues relating to the Public Sector Equality Duty.

**INFORMATION GOVERNANCE –**

# CARLISLE CITY COUNCIL PARTNERSHIP REPORT

## CONTRACT BACKGROUND

The Contract between Carlisle City Council and Greenwich Leisure Limited commenced 1<sup>st</sup> December 2017 and operates until 30<sup>th</sup> November 2032 (15 years). The Contract includes the following facilities: Carlisle Pools, The Sands Centre, Bitts Park Tennis Centre and the Sheepmount Athletics Stadium.

As well as the City Council Contract, GLL has developed the leisure offering within Carlisle across a number of school partnerships and local Trusts. In 2004 CLL recommissioned Morton Pool and in 2005 CLL recommissioned Trinity Pool. Both of these centres also had gyms, thereby increasing this provision in the City. In 2016, as CLL transferred into GLL, we also began operating the new Harraby 3G Sports Campus, providing additional football provision in the City.

We meet with the Council officer team formally on a quarterly basis and regularly informally to discuss initiatives and joint solutions to problems.

## 2019 OVERVIEW

2019 has helped establish the core business following the 2015 floods with the Sheepmount now open for the full year and only Bitts Park not back to its fully operational position. The supplementary facilities at Bitts Park still require full reinstatement or alternative provision, but we have helped move the tennis coaching provision to other local providers to minimise the disruption in service.

### Headlines

- Overall Usage in 2019 reached 607,959 vs 456,877 in 2018. With number of visits per member showing the largest increase.
- Overall Event Usage in 2019 reached 126,035 vs 136,132 in 2018.
- The number of Events reached 190 vs 200 in 2018.
- Memberships reached 2,808 throughout the city. A decrease of 510 members year on year. 2,448 are members in City Council facilities which is reduction of 453 year on year.
- Swimming School reached 1,909 an increase of 17 on last year, of which 718 are based at Carlisle Pools.
- Jnr Course Programmes caters to 2,056 a decrease of 82 on last year, of which 865 take place at The Sands Centre and Carlisle Pools.
- Investment into new technical equipment and grounds equipment at The Sands Centre, Sheepmount Athletics Stadium.
- Our Schools Outreach Programme recorded over 48,800 pupil sessions within 31 schools in Carlisle and Allerdale. 22 of these schools are based within Carlisle.
- Partnership generating a surplus of £232k a substantial improvement from 2018.

## BETTER BUSINESS

The contracted performance over the four centres has produced a £232k surplus, which will provide a shared return for the Council and GLL.

A number of the centres make an expected deficit which is then covered by the management fee. These deficits include Bitts Park-£20k, Carlisle Pools-£383k, and Sheepmount -£179k, with the Sands Centre making a small surplus of £20k.

The largest deficit remains at Carlisle Pools. This is a cost heavy, aging centre with maintenance, operational and environmental difficulties. This deficit is forecast to be removed as part of the Sands Centre redevelopment through one site efficiencies, reduced maintenance costs and increased throughput.

The deficit at Sheepmount is mainly generated through the upkeep of grass pitches and associated machinery.

It has been a difficult year for the leisure arm of the Carlisle business with increased competition, aging facilities and unforeseen delays to the onset of the Sands project. However, much of this was planned and contingencies were in place to protect the leisure provision through our partnership with the City Council. The events provision at the Sands has also helped the improved financial performance after another successful year.

The key reasons for the current financial performance are:

- Reduced membership at The Sands Centre and Carlisle Pools.
- Delayed recovery of the Athletics throughput, post flood.
- Reduced grass pitch football leagues.
- Lack of development at Bitts Park (2 courts / 4 minis out of action / no staff base).
- Continued costs at Carlisle Pools.
- Excellent events performance.

	<b>Bitts</b>	<b>Pools</b>	<b>Sheepmount</b>	<b>Sands Leisure</b>	<b>Sands Events</b>	<b>Sands Total</b>	<b>Total</b>
Income	£1,425	£544,442	£55,962	£773,883	£985,934	£1,759,817	£2,361,646
Expenditure	£21,733	£927,758	£235,916	£988,583	£750,983	£1,739,566	£2,924,973
Management Fee							£795,400
<b>Total</b>	<b>-£20,308</b>	<b>-£383,316</b>	<b>-£179,954</b>	<b>-£214,700</b>	<b>£234,951</b>	<b>£20,251</b>	<b>£232,073</b>

## BETTER PEOPLE

- Over the last year staff have attended a large number of courses as part of the GLL College investment programme in our staff. Courses covered a wide area of the business including; Fitness Instructor Level 2, Water Management, ASA Teachers Level 1 and Level 2, Asbestos Training, COSHH Training, First Aid at Work, IOSH Managing Safely, NPLQ, NVQ Level 2 Sports Turf Management and Gymnastics Level 1.
- We said farewell to a number of long serving staff including Joan Beattie who has served as a Duty Manager for 18 years at Carlisle Pools. Joan has been an asset to the Pools and very much a person to go to for support when staff need it, she will be missed by the team. Our Arts and Events Manager, Jonathan Higgins, has moved to pastures new after 12 years and commences a new Events role in Rochdale.
- Following the departure of the Arts and Events Manager we completed a departmental review and restructured to allocate resource in key areas to help the department maintain and develop the programme. – Pleasingly this was driven by the team themselves.
- The Sands Centre DM and management staff has successfully completed their SIA course to ensure maximum security during our events programme
- Our technical team supported Harraby Community Centre's pantomime production, continuing our support in this area of the city.
- All community team staff members have been educated on new Safeguarding document "Keeping children Safe in Education (September 2019)"
- We hosted 2 students from Richard Rose Morton Academy for their year 10 work placements. They supported the Community Team in the delivery of their Sands Activity Days and School Sport Programmes. We were also able to provide summer work for a number of pupils leaving school enabling first time employment for a good number of ex students.
- As a good example of how well our teachers are thought of, and the impact they have on peoples lives we received feedback regarding Jane Brown, a Swimming Teacher at the Pools, during a Parent and Toddler class. The parent explained that when on holiday her 2 year old son ran off from the area where they were enjoying a family meal and jumped into deep water in the nearby pool. The parents ran after him and when they got to the pool he had got himself into a horizontal position and started to kick his legs and paddled himself to the side. The parent has praised Jane Brown and the Swim School team for the skills their child has learnt, and without them it might have been a different outcome.
- Annual Staff recognition day in December, recognised the contribution of key members of Staff within Carlisle. 15 staff were highlighted for their outstanding contribution. Most notably Lesley Flannery, Niall Sanderson and Debbie McKie.

## BETTER SERVICE

- The number and quality of events we have hosted over the year has been particularly pleasing. We have hosted a number of major first time visits to the city including Ghost (4,783), The Tiger

Who Came to Tea (1,301), The Vamps (1,381), Wallace and Gromit (888), The Script (1,786), Bastille (1,758), The Specials (1,630), Courteeners (1,747), and Shed Seven (946). The year finished off on a high with the annual panto catering to over 22,000 customers over 33 performances.

- Other highlights over the year included Peter Pan (1,072), Masonic Conference (1,300), James Acaster (1,376), Jools Holland (1,218), Diversity (1,023), Thanks Abba for Music (1,108), Milkshake Live (1,100), Masonic Conference (1,000), The Meat Loaf Story (1,198), Rhod Gilbert (1,360), Jimmy Carr (1,370), Community Concert (1,394). James (1,445), The Kaiser Chiefs (1,736).
- We have invested, as part of our lifecycle capital investment programme, £49,989.36 in modern Sound Desk and Delay Speakers replacements at The Sands Centre and £40,820, at the Sheepmount in a new tractor, tractor mounted heavy duty Tines, and a Major Swift Roller Mower
- Other investment includes the replacement of ceiling tiles in the Pools main reception area and the gym after many suffered water damage due to leaks on the Pools flat roof. We would like to thank the City Council for resolving the associated roof issues. Continuing the improvements in the look and feel at Carlisle Pools, new vinyl flooring has been installed in the 10m pool viewing area and the meeting room has been re carpeted. The 33m pool area has benefited from two new pool covers (1 in the 20m) and lighting improvements which has made a huge difference to the experience of our customers and lifeguards.
- A new inflatable has been acquired to further enhance The Pools school holiday programme. It is suitable for use in the main pool and is aimed at children 8 years plus.
- At the Sheepmount Athletics Stadium we have introduced additional track light times: Which has seen great results with a local athlete winning silver in the Pentathlon at the National Schools Indoor Championship in Glasgow (photo below). We have also seen the return of the Monday running club which has been a great success.
- The Great Cumbria Run took place at the start of the Quarter 4 on 6<sup>th</sup> October, continues to be one of the largest half marathons in the region and is a regular part of the Cumbrian Event Calendar. This year received superb post event feedback from participants who valued the combination of a city centre start and beautiful hinterland of Carlisle. We maxed out our expected runners at 1,200 and will look to grow the event further in 2020. The event village and return of a fully functional Sheepmount was particularly well received.
- Water Workout at Carlisle Pools has had a really positive spell with Mondays proving very popular with an attendance in the 90 percent range peaking at 97 %, absolutely phenomenal commitment from the users. Wednesdays and Thursday have also showed a 2 % growth against 2018

## BETTER COMMUNITIES

- The Annual Pantomime, which this year was Snow White and Seven Dwarfs, played host to over 22,000 people over 33 shows. The event raised £5,173 for two local charities Cash4Kids & Carlisle Foodbank
- We also produced a “Pop Up” pantomime performance in The Lanes shopping Centre as part of the late night shopping programme.

- In conjunction with No. 10 Catering the Sands has made a commitment to reducing its carbon footprint from events by introducing re-useable plastic cups, paper straws and wooden drinks stirrers
- The Sands Centre team continue to work with local charities and organisations and have most recently given Cash4Kids a free page in their brochure to promote the mission Christmas Campaign.
- Our Annual Community Concert, catered to 1,394 customers, mostly pensioners, who able to see a superb show completely free, subsidised through GLL and our partners at Newsquest.
- We estimate that we have delivered to over 2,000 unique children in schools throughout the year. We calculate we have delivered this equates to over 40,000 children delivered to in primary schools in Cumbria.
- We delivered holiday schemes in January and February half term at Trinity Leisure Centre, Longtown Community Centre, St Josephs School and The Sheepmount. Total number of children delivered to was up 74 from the same period in 2018.
- Quarter 1 was our last agreed delivery across the Multi Use Games Areas in Carlisle, delivery took place at; Caldew Lea, Petteril Bank, Raffles, Hammonds Pond and Melbourne Park.
- Our Mini Athletics sessions, delivered by the Community Outreach Team, since the sessions started in May have had 66 unique participants and on average we have 23 children attending each week.
- The summer delivery programme delivered to over 1,700 children including:
  - Trinity Holiday Club was once again a success this summer; we delivered 25 days of activity delivering to 620 children.
  - We worked with Longtown and Morton Community centres to assist in the delivery of their summer holiday programmes. For Morton we delivered 9 activity days delivering to 204 children. For Longtown we delivered six, two hour sessions delivering to 103 children.
  - We worked with 5 parish councils to deliver the 2019 Rural Funtime Programme. Parishes included; Beaumont, Scaleby, Stanwix (Houghton & Crosby), Rockcliffe, and Bewcastle. The programme was an overwhelming success; we delivered to over 420 children over 17 sessions. The programme generated £6,600 for the Community Team.
- We coordinated the activities in Carlisle for this years I AM TEAM GB Day – All activities took place on Saturday 26<sup>th</sup> August and we had activities at; The Sheepmount (Mini Athletics), Bitts Park (Family Tennis), Harraby Sports Campus (Free Football), Carlisle Cycle Track (Family Cycling).
- We assisted in the launch event for the Harraby Fitness Trail – this was an event that was supported through the GLL Community Fund. The launch event took place on Saturday 26<sup>th</sup> August and Erica was present from the Sands Centre to provide assistance on the Fitness equipment.
- We worked with the RRCA cluster to deliver a 2 day sports festival for 12 primary schools. The festival took place across The Sheepmount and The Sands Centre. In total 640 children took part. The event was well received and there are plans in place to deliver a similar event next year.
- The Sheepmount was the home base for the Carlisle Santa Dash which took part on 8th December. It's quite a spectacle watching 800 Santa's plus a couple of Grinch's run around the city. A fantastic event which is support a local causes.
- 49 Schools are actively bringing their pupils to our academic swim programme.

- Drowning Prevention Week took place over the first week of July, our team of Teachers delivered water safety and rescue skills training for up to 1500 Curriculum and Swim School children.
- On 6<sup>th</sup> March, 21 Primary schools took part in our Annual Swimming Gala at Carlisle Pools, there were 8 more schools than last year due to the positive feedback from the previous years event. The gala is organised through Lucy Lamb Carlisle Competitions Manager / Carlisle School Sports Association, and Nicola Charnock GLL. The afternoon was a great success after 36 events over 2 hours, 108 medals were awarded to teams and individuals with Stanwix School regaining the overall Boys and Girls trophy for the large schools and Thursby claiming the Small schools trophy
- As part of the Trust's work towards improving health and well being, staff members from The Sands completed outreach at the local hospital to provide free 7 day passes.
- We have held the Annual Sands Centre schools football tournament, this year we decided to modernise the tournament so that it fits with the FA pathway for indoor football and adopt the rules and regulation of Futsal and an a new tournament structure. Both of these changes were well received. The winner of the each tournament is as follows: All schools -Inglewood, Small schools – Dean and the Girls only – Thomlinson. Pictures of the finalist are below
- We have held Blood Bikers drives as well as blood donor events as well as multiple Cumberland FA futsal sessions
- The GLL Sports Foundation supported 22 performance Athletes (an increase from the 13 Athletes in 2018) to the value of £13,000 in 2019.
- A separate pricing structure is provided for those graduating from Healthwise scheme to ensure sustainable behaviour change including the provision of suitable exercise classes to support those graduating from Healthwise.





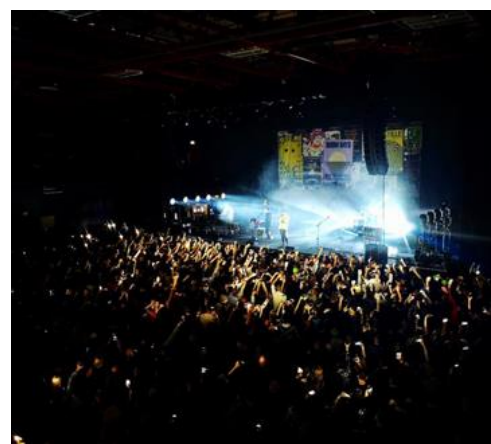
New Sands Gymnastics Sessions



Kids Athletics Group



2019 Pantomime



Bastille



Santa Dash!




The Great Cumbrian Run

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Video
**Post**

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The Sande Centre


Published by The Sande Centre (V) Yesterday at 10:00

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MAJOR ANNOUNCEMENT 🎉 The world's best-loved musical is back! Grittier and more glamorous than ever before, this brand-new production of GREASE is coming to Carlisle!

After a whirlwind summer season, leather-did greaser Danny and grill-meat-door Sandy are once again reunited when she transfers to Rydell High for senior year. But can they survive the trials and tribulations of teenage life and find true love once more?

📅 | Tues 29 Sept - Sat 3 Oct 2020... See more



**GREASE The Musical | Tues 29 Sept - Sat 3 Oct 2020**

@GreaseTheMusicalOnTour.co.uk

✔ Get more likes, comments and shares  
Boost the post for £29 to reach up to 8,400 people.

<p><b>22,327</b> People reached</p> <p>👍 👎 🔄 242</p>	<p><b>5,940</b> Engagements</p>	<p><b>Boost Post</b></p>
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**478 Comments** **36** shares

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💬 Comment
➦ Share
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### Performance for your post

**32,337** People Reached

**18,163** Second video views

**1,381** Reactions, comments & shares 🔄

257 Likes		203 On post		54 On share	
44 Love	40 On post	4 On share			
1 Haha	0 On post	1 On share			
2 Wow	1 On post	1 On share			
<b>1,041</b> Comments	<b>984</b> On Post	<b>57</b> On Shares			
<b>36</b> Shares	<b>36</b> On Post	<b>0</b> On Shares			

**4,560** Post Clicks

<b>320</b> Clicks to Play 🔄	<b>449</b> Link clicks	<b>3,791</b> Other Clicks 🔄
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**NEGATIVE FEEDBACK**

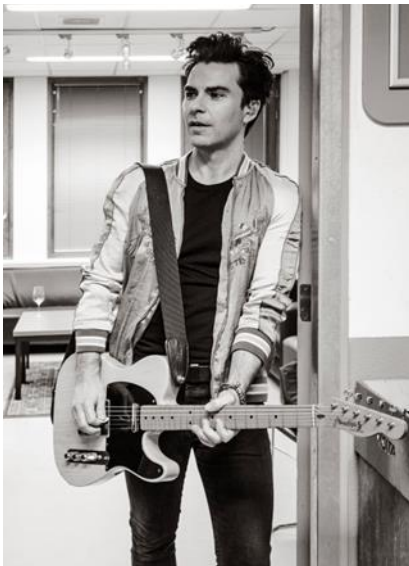
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## Grease Promotion



## Madness



Kelly Jones



School Sports Day.



## The Script



## COVID RESPONSE

In 2020 the Government closed all leisure Centre from 20<sup>th</sup> March 2020 as part of the Lock Down approach to the unprecedented Covid -19 pandemic. Government permissions was given to reopen from 25<sup>th</sup> July 2020.

Carlisle centres all closed on 20<sup>th</sup> March and all except 5 staff were placed on the Government Furlough scheme. The five remaining staff remained at work to specifically to manage and monitor the buildings and develop a response to the changing nature of the lock down.

The team also manned the Sands Centre 7 days a week to enable Contractor, NHS and Testing Team access.

The Sands Centre was mobilized as a Recovery centre with 60 hospital beds as part of the Government Resilience plan to increase capacity ahead of the Covid-19 wave. Pleasingly it was never used and all five Recovery centres were stood down in July.

Swifts Car Park was mobilized as a testing centre with the Sands used as welfare facilities for the testing team



As well as dealing with the Covid-19 actions the team have also coped superbly with supporting the Sands project helping facilitate late changes to the pre-enabling works in the centre and moving an entire centre's leisure operation from the Sands to its new location at Lismore Place.

Pre-enabling works include:

- The creation of 2 new customer entry and exit points
- Re-configuration of the back stage area to enable customer access.
- Stage right access
- New Stage door internal access
- Installation of portacabins to enable bar and cafe facilities
- Recommissioning of supporting services.

The leisure side of the building is now with the contractor, Wates, and is in the initial checking phase prior to demolition. The events space remains in a position to host events subject to Government approval and additional Covid-19 controls.

We have developed an open book approach based on estimate positions, which pleasingly we have managed to keep under the expected support required. It is thanks to our relationship and support with the Council that we have been able to be as reactive to changes in guidance and to reopen as soon as was practicable.

## COVID RECOVERY

The Sands leisure facilities have moved to Lismore Place at the old Newman School site and opened on 25<sup>th</sup> July 2020.

The gym is housed within the school itself, whilst the group exercise and junior activities take place within the sports hall

As of writing it is still unclear when events will recommence. The Sands Centre Event team are creating Covid Secure practices ready to commence as soon as is practicable. We currently have 203 events schedule in 2021.

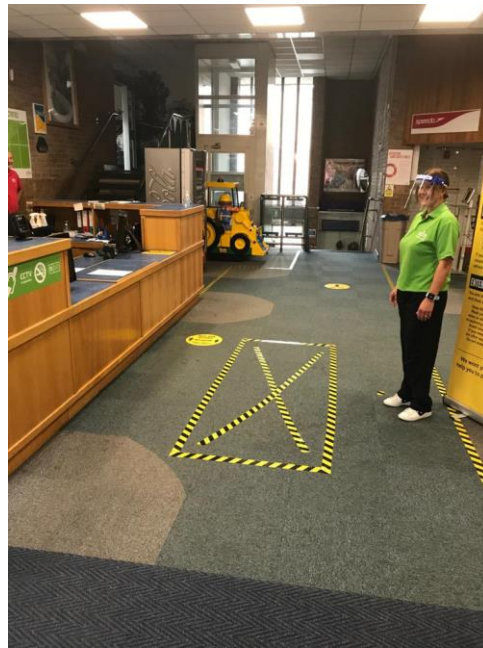
Carlisle Pools reopened with the main pool and bottom tank only, on 3<sup>rd</sup> August. We are currently operating on restricted hours whilst we assess the returning throughput.

Sheepmount has reopened from 25<sup>th</sup> August for Athletic Club sessions only. We are not allowing preseason football training to return until the pitches are brought up to specification. But we will be operational for the start of the football season.

We expect Swimming lessons and dry side classes to return in September with regular hires and casual use returning around the same period.

### **Refurbished / Repurposed Newman Site.**





Carlisle Pools with Covid Secure Controls in place.

# OVERVIEW AND SCRUTINY

The GLL Provision of the  
Leisure Contract  
In 2019

# AGENDA

1. Contract Overview
2. Key Headlines
3. Better Business
4. Better People
5. Better Service
6. Better Communities
7. Interesting Stats!

# CONTRACT OVERVIEW

- The Contract between Carlisle City Council and Greenwich Leisure Limited commenced 1st December 2017 and runs until 30th November 2032 (15 years).
- 2019 was the second full year of operation.
- The Contract includes the following facilities: Carlisle Pools, The Sands Centre, Bitts Park Tennis Centre, Sheepmount Athletics Stadium.
- GLL also operate Morton Pool and Trinity Pool and Harraby 3G Sports Campus,
- We meet with the Council officer team formally on a quarterly basis and regularly informally to discuss initiatives and joint solutions to problems.



# KEY HEADLINES

- Overall Usage in 2019 reached 607,959 vs 456,877 in 2018. With number of visits per member showing the largest increase.
- Overall Event Usage in 2019 reached 126,035
- Number of Events reached 190
- Memberships have reached 2,808 throughout the city.
- Swimming School reached 1,909.
- Jnr Course Programmes cater to 2,056 pupils per week
- Investment into new technical equipment and grounds equipment at The Sands Centre, Sheepmount Athletics Stadium.

# THE FOUR PILLARS

## BETTER SERVICE

Providing high quality, affordable & accessible services for all ages and abilities

## BETTER PEOPLE

Creating employment offering training & apprenticeships & developing our staff

## BETTER COMMUNITIES

Maximising our impact on health, inclusion, affordability & environmental sustainability

## BETTER BUSINESS

Being financially stable and commercially responsible

# BETTER BUSINESS

	Bitts	Pools	Sheepmount	<i>Sands Leisure</i>	<i>Sands Events</i>	<b>Sands Total</b>	<b>Total</b>
Income	£1,425	£544,442	£55,962	£773,883	£985,934	£1,759,817	£2,361,646
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- Reduced membership at The Sands Centre and Carlisle Pools
- Delayed recovery of the Athletics throughput, post flood
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- Excellent events performance.

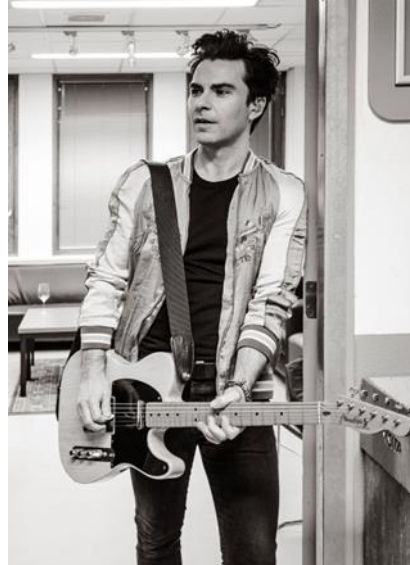
# BETTER PEOPLE

- Investment into Training
- Arts and Entertainment Internal Team Review
- Work Placements
- Parent Testimonial
- Staff Recognition

# BETTER SERVICE

## Sands Centre Events

- Headline Events,
- West End Tours
- Pantomime
- Kids Shows
- Community Events,
- Classical



# BETTER SERVICE

- Investment
- Sheepmount Programming Review
- The Great Cumbrian Run





# BETTER COMMUNITIES

- Panto
- Community Concert
- Schools Outreach Programme
- Holiday Programmes
- School Sports Days
- Academic Schools Swim Prog
- GLL Sports Foundation



# COVID RESPONSE

- Total Closure 20<sup>th</sup> March
- Furlough Staff
- Working with LRF / NHS / CCC
- Welfare for Testing Team
- Sands Development
- Pre-enabling Works
- Newman





# COVID RECOVERY

- Sands Leisure and Sheepmount Open 25<sup>th</sup> July (126 days closed)
- Carlisle Pools Open 3<sup>rd</sup> Aug (135 days closed)
- Covid Secure
- Limited Numbers, one way systems,
- Reduced hours, reduced activities
- Phased activity return
- Sheepmount Football Sept
- Events....



**ANY QUESTIONS**

