

Report to Community Overview and Scrutiny Panel

Agenda
Item:

A.3

Meeting Date: 19th November 2015
Portfolio: Culture, Health, Leisure and Young People
Key Decision: No
Within Policy and
Budget Framework YES
Public / Private Public

Title: GREENWICH LEISURE LIMITED
Report of: DEPUTY CHIEF EXECUTIVE
Report Number: SD 27/15

Purpose / Summary:

This report introduces and precedes an annual update presentation from Greenwich Leisure Limited (formerly Carlisle Leisure Limited) to Carlisle City Council's Community Overview and Scrutiny Panel.

Representatives of Greenwich Leisure Limited's regional team will be attending the panel to give an annual update presentation on their performance over the last year (slides for the presentation accompany this report to panel).

This report provides a year to date performance summary for the Carlisle contract as background and context to Greenwich Leisure's presentation.

Recommendations:

Community Overview and Scrutiny Panel Members are asked to consider the performance information appended to this report and Greenwich Leisure's wider presentation and comment on performance.

Tracking

Executive:	
Overview and Scrutiny:	19th November
Council:	

1. BACKGROUND

Carlisle City Council's Leisure Services were contracted out to Carlisle Leisure Limited in December 2002.

The Leisure Contract is currently worth a combined revenue subsidy of £732,000.

In January 2015 a transfer of engagements took place which saw Greenwich Leisure Limited subsume Carlisle Leisure Limited and take over the operation of Carlisle City Council's Leisure Contract.

Carlisle City Council undertake quarterly performance review meetings with Greenwich Leisure Limited. Greenwich Leisure Limited report on a range of performance information and commercially sensitive financial information. In addition they provide a narrative summary of high level performance.

The most recent quarterly report was submitted for the performance monitoring meeting on 5th November 2015.

The narrative summary which was submitted to that meeting (and which covered the first two quarters of 2015/16) has been appended to this report.

In addition, in recent years, representatives of Greenwich Leisure (formerly Carlisle Leisure Limited) have attended Carlisle City Council's Community Overview and Scrutiny Panel to provide an annual update on the contract and performance. Representatives of Greenwich Leisure's Regional Team will be attending the Community Overview and Scrutiny Panel on 19th November to provide a presentation outlining performance, achievements, and challenges over the last 12 months. Their outline presentation is also appended to this report.

2. PROPOSALS

The Community Overview and Scrutiny Panel are asked to consider the detail of the most recent Greenwich Leisure Performance Report, receive the presentation from Greenwich Leisure representatives, and comment on performance over the last year.

3. CONSULTATION

N/App

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The presentation of the most recent performance report and accompanying presentation allows Carlisle City Council to duly scrutinise performance on one of Carlisle City Council's high value strategic contracts

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

"We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle."

Contact Officer: Darren Crossley

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**Appendices
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/RISKS:

Chief Executive's -

Deputy Chief Executive –

Economic Development –

Governance –

Local Environment –

Resources -

Carlisle Leisure / Client Reporting Document		Decision number(s):	MEETING NUMBER
Presented by:	Tom Rice		
Date of meeting:	05/11/2015		
Date papers circulated:	02/11/2015		

Period up to & including Period 9 (27th Sept) 2015

Ref	Description	Information / Appendices
	Matter(s) for consideration and decision:	
1.0	Health and Safety / Facility Management <p>a) Accidents reportable to the HSE Sands – 0 Pools – 0 Morton – 0 Trinity – 0 Swifts – 0 Stony – 0 Sheep – 0 Bitts – 0</p> <p>b) HSE / Environmental Visits None</p> <p>c) Possible Accidents / Incidents leading to claims None</p> <p>d) Current Claims 3 currently live</p> <p>e) Facility Management</p> <ul style="list-style-type: none"> Asbestos continues to be of concern at Carlisle Pools. Some removal has taken place in order that electrical repairs could be made to the Turkish Baths. Further IQL Audits have been completed with the partnership score now sitting at 93.5%, up from 90.4% in July. Leisure Client Audits have been completed on the two main sites for The Sands Centre and Carlisle Pools. Scores were above the 60% pass mark 86.6% and 79.4% respectively. Revenue Protection Audits have been completed on the two main sites for The Sands Centre and Carlisle Pools. Scores were above the 60% pass mark 88.3% and 76.9% respectively. A review of our Water Management Systems have also been completed with an average score for the partnership of 88.7%. 	

Ref	Description	Information / Appendices
2.0	<p data-bbox="196 271 387 300">Better Business</p> <p data-bbox="196 342 539 371">Overall Throughput (Usage)</p> <p data-bbox="196 378 1206 443"><i>Carlisle Contract throughput was 825,008 vs. 842,176 in 2014. Overall throughput is therefore down by 2%.</i></p> <p data-bbox="196 486 1241 551"><i>Overall throughput for all centres was 953,422 vs. 955,499 in 2014. Overall throughput is therefore down by 0.2%.</i></p> <p data-bbox="196 593 564 622">Overall Financial Performance</p> <p data-bbox="196 629 1238 730"><i>The performance of the Carlisle Centres for the period is a surplus of £51,105 vs. a budget surplus of £13,710 (not including Morton and Trinity). The Centres are therefore £37,396 ahead of budget target.</i></p> <p data-bbox="196 772 1174 837"><i>Once the Centre Support cost centre is incorporated the surplus reduces slightly to £12,583.</i></p> <p data-bbox="196 880 316 909">a) Sands</p> <p data-bbox="196 916 1174 945"><i>The throughput for the Sands was 503,561 vs. 502,518 in 2014 an increase of 0.2%</i></p> <p data-bbox="196 987 1254 1122"><i>Financial performance for the Sands was a surplus of £64,928 vs. a budget surplus of £34,588. The Sands Centre is therefore £30,340 ahead of budget. Health and Fitness is continuing to perform well and is 15.7K ahead of income expectations. Recreation is also ahead by 8.1K.</i></p> <p data-bbox="196 1164 312 1193">b) Pools</p> <p data-bbox="196 1200 1166 1229"><i>The throughput for the Pools was 159,348 vs 157,660 in 2014 an increase of 1.1%</i></p> <p data-bbox="196 1272 1193 1337"><i>Financial performance was a surplus of £1,931 vs. a budget surplus of £24,248. The Pools is therefore behind budget by £22,317K.</i></p> <p data-bbox="196 1379 1206 1480"><i>Swimming lessons have hit a recent high of 723. Bringing the total number of pupils receiving swimming lessons in Carlisle to 1,742, not including children involved in our schools programme.</i></p> <p data-bbox="196 1556 403 1585">c) Sheepmount</p> <p data-bbox="196 1592 1222 1657"><i>The throughput for the Sheepmount was 67,716 vs 73,699 in 2014 a decrease of 8.1%. Notably quarter three performance was ahead of the same period last year.</i></p> <p data-bbox="196 1700 1185 1765"><i>Financial performance was a deficit of £33,467 vs. a budget deficit of £45,344. The Sheepmount is therefore £11,877 ahead of budget.</i></p> <p data-bbox="196 1807 301 1836">d) Bitts</p> <p data-bbox="196 1843 1217 1908"><i>The throughput for Bitts was 68,415 vs. 82,266 in 2014 down 16.8%. Notably usage in quarter three was the same as 2014 for Bitts.</i></p> <p data-bbox="196 1951 1238 2051"><i>Financial performance was a surplus of £10,386 vs. a budget surplus position of £5,192. Bitts is therefore £5,194 ahead of budget. This is due to vending exceeding income expectations and payroll costs remaining underspent.</i></p>	

Ref	Description	Information / Appendices
	<p>e) Golf <i>The throughput for Stony Holme was 16,987 vs. 16,769 in 2014 an increase of 1.3%.</i></p> <p><i>The throughput for Swifts was 8,981 vs. 9,264 in 2014 a decrease of 3.1%</i></p> <p><i>Financial performance for Stony Holme is a deficit of £4,609 vs. a deficit of £9,410. Stony Holme is therefore £4,800 ahead of budget. This is thanks to a number of group bookings and members coming over from other courses.</i></p> <p><i>Financial performance for Swifts is a surplus of £11,935 vs. a budget surplus of £4,435. Swifts is therefore ahead of budget by £7,501.</i></p> <p>f) Harraby <i>GLL is now operating Carlisle Campus Sports, under agreement . The site partially opened in October with the 3G pitches in operation from 24th October.</i></p>	
3.0	<p>Better Service</p> <p>3.1 Facility Closures / Issues resulting in partial closure</p> <p>a) Sheepmount None</p> <p>b) Bitts None</p> <p>c) Stony Holme None</p> <p>d) Swifts None</p> <p>e) The Sands Centre None</p> <p>f) Carlisle Pools Turkish Suite closure due to electrical failure 17th August – 16th October. Asbestos removal has been necessary in some areas which delayed the repairs.</p> <p>3.2 Other Service</p> <p>An electronic customer survey was completed during this quarter at the sands and Carlisle Pools. We are currently awaiting the results.</p> <p>The Great Cumbrian Run was completed successfully on October 4th – well done to all those who completed the event – More next time!</p> <p>Carlisle Pools – The Course Pro Lead and Swimming CPD Lead based at this centre has co-ordinated the integration of the Course Pro system.</p>	

Ref	Description	Information / Appendices
	<p>Sheepmount Athletics Stadium – With the change over issues we have managed to maintain a good relationship with our existing customers, despite the difficulties we have encountered.</p> <p>Stony Holme and Swifts – Royal Oak Charity Day is a prestigious event in the golf calendar for September. The Green Keeping Staff were very busy maintaining all the good work they had accomplished during the previous weeks.</p> <p>Immediately the event was over the Staff took to microtining all Greens. This relieves compaction and will allow any water to pass through more quickly.</p> <p>Bitts Activity Centre – The Jnr Tennis programme has been moved across to Course Pro. Dome inflated 1st week in September. New motor casing purchased this year to maintain pressure within the Dome.</p>	
3.0	<p>Better People (Training and Staff development)</p> <p>The Sands Centre – 2 of the Sands Apprentices were successful in gaining employment at the new Harraby facility opening in October.</p> <p>Carlisle Pools – Recruitment continues for Lifeguards</p> <p>Sheepmount Athletics Stadium – All the staff got involved with the recent requirements of the WMP audit and we scored over 90%. Thanks especially to Ewen Murray for heralding the new Tap cleaning regime.</p> <p>Stony Holme and Swifts – Fiona Buglass (Product Manager) has been a great help supporting the site to help Supervisor/Staff understand the sales process and other Membership related issues.</p> <p>We have had a very pleasing email from the Chief Executive of Two Castle Housing Association with regards to their Charity and Fund raising event that took place here at Stony Holme. We are very pleased to help in any way we can with events such as this.</p>	
4.0	<p>Better Communities</p> <p>The Sands Centre – The Sands are working with Impact Housing to deliver activities to 30 of their members issuing them with gift cards to the value of £20 per person hoping to encourage on going participation to a community of people that rarely leave the house.</p> <p>Carlisle Pools – CPD completed to enable Swim School staff to be highly effective in dealing with children with learning difficulties and behaviour management.</p> <p>Sheepmount Athletics Stadium – We have accommodated the Junior league by creating 2 extra Junior pitches.</p> <p>We have also put up an extra 4 Mini pitches to be able to let the Mini league play their</p>	

Ref	Description	Information / Appendices
	<p>games here as the Harraby project (our sister site) was not ready.</p> <p>We have joined with the Probation Service and they have now completed painting the Community Pitch, incorporating the GLL green colour.</p> <p>Schools Football has got underway playing both County games and inter-school games. We are accommodating more games than last year, in a shorter time frame to allow for the school children to play their league games without clashing with the schools.</p> <p>Stony Holme and Swifts – Working with Active Cumbria planning has been taking place for The This Girl Can project to be held at Swifts later next month.</p>	

Overview and Scrutiny Presentation

CARLISLE
CITY COUNCIL



www.carlisle.gov.uk

Andy King
Tom Rice

Commercial in Confidence

Date of presentation 19.09.2015

GLL
better for everyone

OUR ACHIEVEMENTS IN CARLISLE

- Successfully operated the Carlisle contract since December 2002.
- We like to think we have an excellent and continually developing relationship with members and officers.
- Successfully grown the business in Carlisle with usage growing from 1,054,843 in 2003 to 1,206,831 in 2015 – 14.41% growth.
- Adult participation has grown (source: SE, APS) from 33.8% to 34.8%
- Invested significantly in the City's assets over the last 13 years both independently and in partnership with the Council circa £2.25m.
- Successfully negotiated with Morton & Trinity to re-commission their pools to provide additional facilities for the people of Carlisle for over 10 years.
- Developed Carlisle's events programme from circa 110 events in 2002 to circa 170 in 2015. Internationally renowned artists, West End productions and local events make up an eclectic and vibrant programme.

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OUR ACHIEVEMENTS IN CARLISLE

- Sands Centre now rated 'Excellent' by Quest and will aim for 'Outstanding' in 2016. All other centres registered for assessment through 2015 and 2016.
- Instigators, developers and founding partners of the Cumbrian Sports and Physical Activity Alliance Foundation (SPAAF), a social enterprise which has become an award winning delivery model.
- Excellent relationships with University of Cumbria and Carlisle College, providing syllabus support, umbrella membership schemes and most recently with the College on funding for the Sport Activator Fund project.
- Developed facilities where possible with key local partners ensuring programmes meet local needs and NGB expectations for club development.
- Continued to develop the flagship running event The Great Cumbrian Run, attracting competitors from across the UK thereby helping to promote Carlisle as a destination.

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Sheepmount 2014 - 2015

- Following customer focus meetings we have maximised the pitch layout to meet the annually changing demands of the various leagues.
- Extremely positive feedback from the FA during funding meetings endorsing their investment into grass pitches.
- Additional “show pitch” added on the upper plateau.
- Recovered the hammer circles to enable elite athletes such as Nick Miller to continue their training whilst in the UK.

Golf 2014 - 2015

- Drainage improved throughout the course (1st, 4th, 10th, 11th & 14th) to enable quicker recovery following floods
- Funding secured from Cumbria Woodland to replant 840 native trees.
- Get Into Golf funding attracting new golfers to Swifts with a schools outreach programme.
- Society / group bookings have increased year on year.
- We've replaced the timber frame on the pedestrian bridge on the 15th.

Carlisle Pools 2014 - 2015

- Swimming Lessons have continued to grow and have now reached 723 and 1,742 in Carlisle as a whole.
- Introduced Course Pro in Sept 2015 which enables parents pay by DD and to monitor their children's progress on line.
- Low cost membership continues to grow to over 1,000.

The Sands Centre 2014 - 2015

- Another great year for events with over 170 programmed events.
- We've developed an outreach programme for shows unable to come to Carlisle.
- New events over the last 12 months include:
 - The Sound Of Music (8,261 attendees)
 - The Full Monty (6,426 attendees)
 - Elvis Costello (1,008 attendees)
 - Calamity Jane (4,840 attendees)



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The Sands Centre 2014 - 2015

- 34% of audience travel more than 45 minutes to attend shows.
- The Great Cumbrian Run and Family Fun continues to bring runners to the region with around 2,000 taking part over both events. 25% taking part from outside the region.
- Dry side course programme continues to grow including Climbing, Trampolining, Gymnastics.
- Membership has reached 3,415.

Tennis 2014 - 2015

- Continued partnership working with the Council Team to help deliver the joint Tennis Development Programme for disabled, jnrs and adults.
- Investment into a new skin for the Tennis Dome and motor casings.
- Enabled skating in the City Centre during the Christmas Period.
- There's a strong future for tennis – more later!

Company Direction 2014 - 2015

- As CLL we were looking to help secure the contract going forward. It was felt by the Board and the senior management team this was best achieved by becoming part of a larger organisation.
- After an assessment of the potential companies it was decided GLL was the best fit as they have a similar ethos to CLL i.e. Non profit distributing organisation (NPDO) social enterprise.

Company Direction 2014 - 2015

- This required endorsement by the staff.
- On 15th Sept 2014, 90 in favour 11 against. This was confirmed at a 2nd vote on 6th October 2014, 54 in favour 5 against.
- We completed the Transfer of Undertaking on 1st February 2015.

Prior to Transferring

Prior to transferring we invested 76K into local equipment and facilities including:

- New swimming lesson and play equipment.
- Replacement grounds equipment.
- Sheepmount fitness suite improvements.
- Sheepmount external lighting improvements.
- New event lighting at The Sands Centre.
- New group exercise and additional fitness suite equipment at The Sands Centre.

GLL OVERVIEW

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EXPERIENCE

- Charitable Social Enterprise and the largest in the UK delivering leisure, health and community services.
- Established 1993 as the path-finding modern 'Leisure Trust'
- Employs 9,000 + staff across 40 partnerships and over 200 facilities
- 22 years of positive trading, 2015 £250m
- Providing whole service solutions
- Long term stable partner meeting social objectives
- 100 apprenticeships per year through our Leisure College
- Multi Award winning: Flame Awards, liP, Social Enterprise, GP referral, training schemes, ASA, CSE, IFI, Carbon Trust Standard
- Managing International Sport and Event Venues
- National Sport Foundation
- Management of large scale investments and developments
- Leading online innovation

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OUR 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

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GLL OVERVIEW – OUR HEALTH COMMITMENT

BETTER SERVICE

- Over 12,000 referrals (2014)
- High completion rates 61%
- Customers report high level of satisfaction
- Evidence of Physical and Psychological improvements
- Significant improvements in physical activity rates

BETTER COMMUNITIES

- Successfully targeting areas of deprivation, BAME groups, unemployed, retired
- Positive feedback - improvements in well being, reduction in social isolation.
- Less visits to GP surgeries

BETTER PEOPLE

- 35.5 FTE
- Many level 4 qualified
- Investment in training other GLL members of staff
- All staff trained in Motivational interviewing behaviour change techniques.

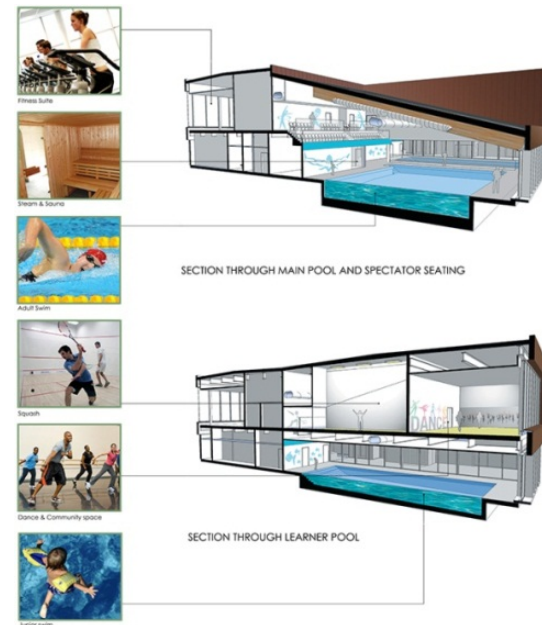
BETTER BUSINESS

- 'Healthwise' self sustaining model following seed funding
- Supported specialist interventions
- Helping our Public Health/Local Authority partners
- Partnerships with other Trusts (CLCH)

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OUR CAPABILITIES

- Demobilisation
 - New Builds/Refurbishment
 - Project Management
 - Major Venues
 - Training College
 - Product Innovation
 - Health Interventions
 - Libraries
 - Children's Centres
- Recent Mobilisations
 - East Manchester LC
 - Hough End LC

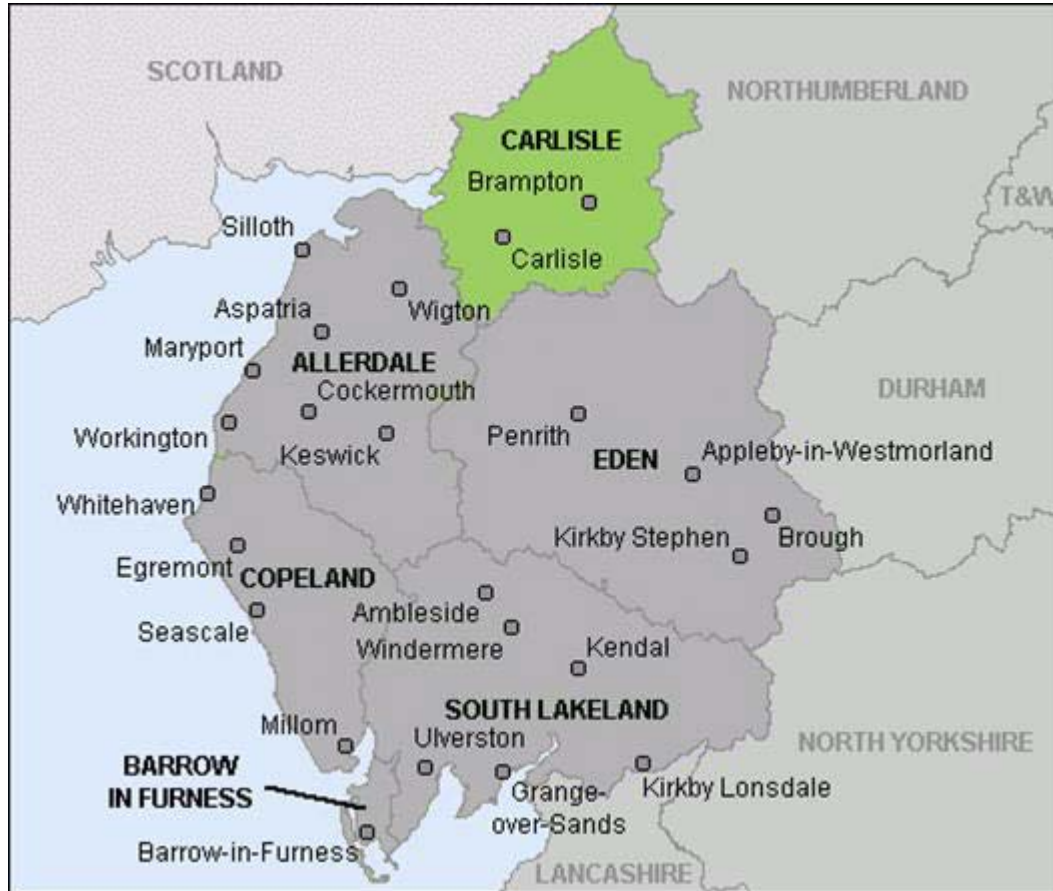


GLL NORTH



GLL

‘THE POWER OF 2’ - CARLISLE

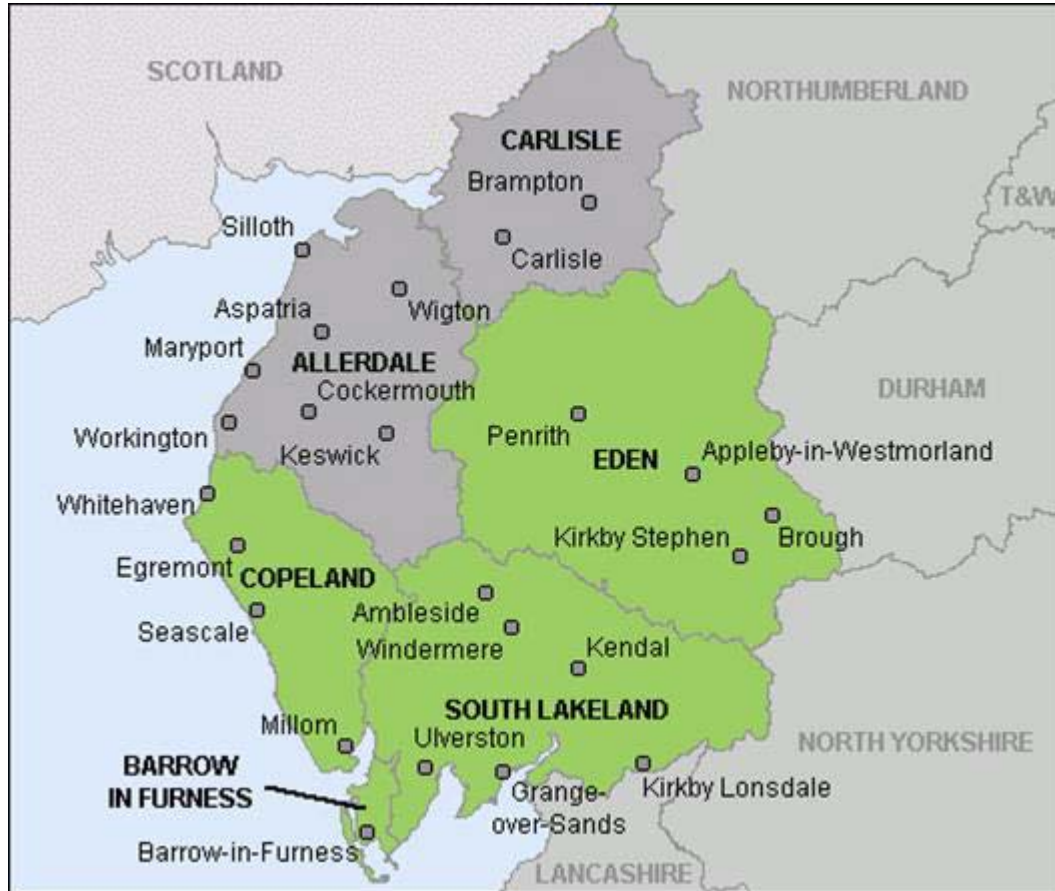


Formed from the vision of a Carlisle Leisure Trust by Carlisle City Council in 2002

Carlisle - Our first merger and the administrative base for GLL North

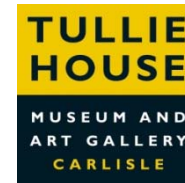
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THE CUMBRIAN OPPORTUNITY

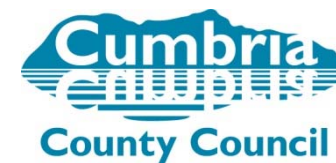


- NCL now a wholly owned subsidiary of GLL
- Opportunity to lead leisure provision across Cumbria from Carlisle
- Cumbria wide membership and concessionary schemes a real possibility

LOCAL PARTNERSHIP WORKING



The Sport and Physical Activity Partnership



LOOKING AHEAD

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BITTS PARK TENNIS DEVELOPMENT

- We have worked with Carlisle City Council, LTA and GLL Centrally to help Ongoing investment and developments in Carlisle's premier park including GLL / LTA funding for a FT development officer
- Enabling tennis to take place all year round
- Potential to invest in new changing facilities and an improved catering offer to match the high quality of the new facility

BITTS PARK TENNIS DEVELOPMENT



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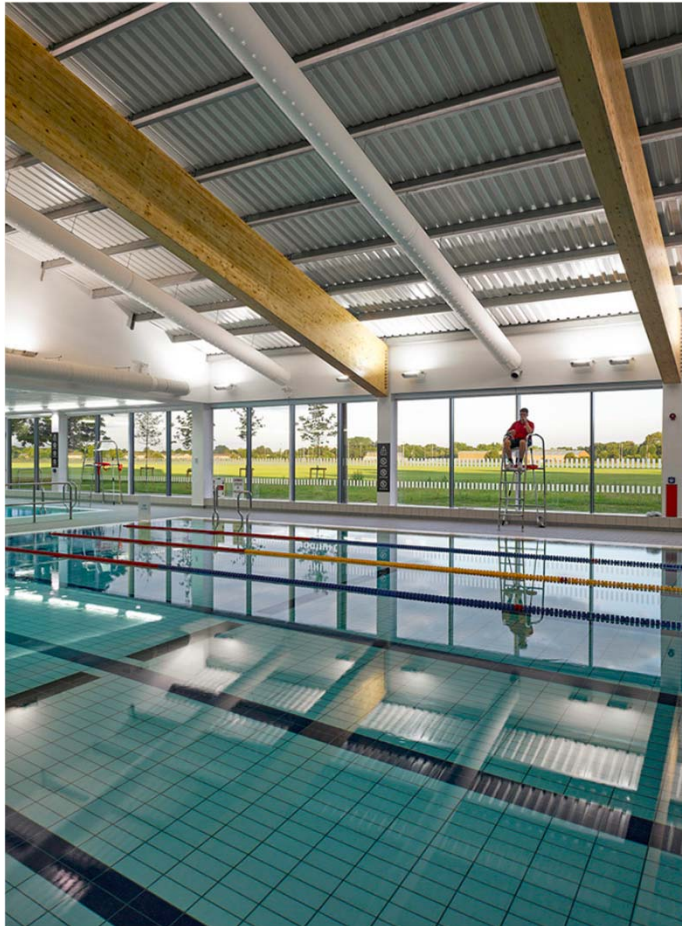
OUR VISION FOR CARLISLE

- Leisure and Cultural facilities fit for purpose and running at an affordable cost
- The university, college, schools and public health all working as partners in the Sands development project to achieve best fit and avoid duplication
- Sands capacity increased over complete range of activities and events and overall quality improved further
- Year on year significant increase in participation in sport, physical activity and City wide events

OUR VISION – HOW?

- Invest in the Sands Centre (new pools, sports hall, fitness and ancillary areas)
- Close or develop the Pools
- Consider new management arrangements for Stony Holme Golf Course
- Invest in a new soccer facility at the Sheepmount
- Consider an innovative town centre 'Extreme' facility
- Support a city-wide events programme
- Provide support to the Old Fire Station
- GLL to invest in Morton (GLL Community Foundation) and review Trinity Pool options

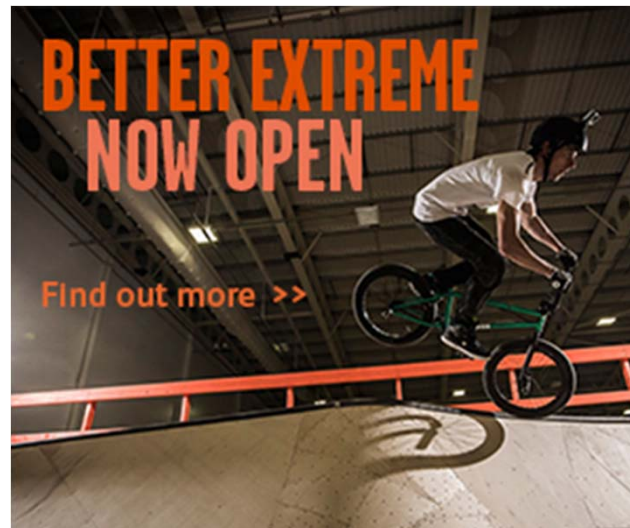
NEW SANDS CENTRE



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FUTURE DEVELOPMENTS?

- Pools Turkish Developed
- Stony Holme Golf Course
other options than current
- Sheepmount Development
- GLL Extreme



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Thank You for Listening

Any Questions?

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