



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

**Culture and Visitor Economy Overview
and Scrutiny Committee**

8 September 2021

Report of: Councillor Barry Dobson

The Deputy Leader of the Council



LeisureSK Ltd Performance Report, September 2021

To provide an update on the performance of LeisureSK Ltd against the leisure management contract objectives for the months of May, June and July 2021.

Report Author

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Corporate Priority:	Decision type:	Wards:
Healthy and Strong Communities	Administrative	Two or more Wards

Reviewed by:	Karen Whitfield, Head of Leisure	26 August 2021
Approved by:	Nicola M ^c Coy-Brown, Director of Growth and Culture	29 August 2021
Signed off by:	Cllr Barry Dobson, Deputy Leader of the Council	31 August 2021

Recommendation to the decision makers

It is recommended that in noting the content of this report, members of the Culture and Visitor Economy Overview and Scrutiny Committee:

1. Determine whether they wish to see any further actions taken as a result of this report.

1 The Background to the Report

- 1.1 The delivery of the Council's priorities set out in the Corporate Plan (2020 to 2023) remains a key focus. Underpinning this is a pledge to improve leisure facilities.
- 1.2 LeisureSK Ltd commenced the management of the Council's four leisure facilities in January 2021, following the expiry of the Council's leisure management contract with Leisure in the Community (1Life).
- 1.3 The Council's Leisure Team are responsible for regular contract monitoring and for assessing the company's performance against the contract objectives, ensuring that LeisureSK Ltd are delivering on behalf of the Council and providing a high-quality service.
- 1.4 At the meeting of the Culture and Visitor Economy Overview and Scrutiny Committee on 9 March 2021, the Committee noted the contents of the Leisure Specification and the contract Key Performance Indicators (KPIs) that the contract would be measured against.
- 1.5 In line with national government guidelines, the leisure centres remained closed until a gradual reopening process commenced in late March 2021.
- 1.6 During the national lockdown, and prior to the reopening of the facilities, LeisureSK Ltd ran a weekly programme of online exercise classes that were accessible by the members of all four leisure facilities. These were live streamed from the Grantham Meres Leisure Centre by the Health and Fitness Manager and were hugely successful in engaging with customers and providing opportunities to be active at home.
- 1.7 At the end of March 2021, some access was permitted to the facilities for clubs who were able to begin outdoor training activity. On 12 April 2021, indoor leisure facilities (such as gyms and swimming pools) were permitted to reopen, although only for use by people on their own or in household groups. All gym and swim sessions were bookable in advance and some activities (such as exercise classes) were not permitted to return until 17 May 2021. In July 2021, all restrictions were lifted.
- 1.8 In relation to Grantham Meres Leisure Centre customer throughputs have been impacted due to the use of the Table Tennis Centre as a regional vaccination centre by the National Health Service (NHS). Wherever possible, activities and functions have been relocated to other parts of the centre.
- 1.9 The car park at the Grantham Meres Leisure Centre has also been used as a testing facility regularly throughout the pandemic, as have the car parks at the other leisure facilities on a more intermittent basis. This too demonstrates the crucial role these facilities have played in the response to COVID-19.
- 1.10 In **Appendix One**, a table can be found outlining the performance information for each of the leisure facilities This covers the three full months from the reopening of the facilities i.e. May, June and July.
- 1.11 An independent customer satisfaction survey has been conducted by Leisure-Net. Customers were asked about their last visit to the centre and how satisfied they were with the overall experience. The results of this survey are displayed in the following table:

Customer Satisfaction Survey Results

Facility	Very satisfied	Quite satisfied	Neither satisfied or dissatisfied	Quite dissatisfied	Very dissatisfied
Bourne Leisure Centre	32.69%	44.23%	14.42%	1.92%	6.73%
Deepings Leisure Centre	48.24%	43.53%	7.06%	0%	1.18%
Grantham Meres Leisure Centre	54.63%	35.19%	2.78%	6.48%	0.93%
Stamford Leisure Pool	25.86%	48.28%	10.34%	15.52%	0%

- 1.12 When the leisure facilities reopened in April, the Council's Leisure Team commenced contract monitoring visits to ensure the facilities were open, compliant with the current government guidance and meeting the desired levels of cleanliness, presentation and offering a positive customer experience.
- 1.13 During May, officers from the Council's leisure team met with the General Manager of each facility to determine the expected standards of the facilities and ensure a high-quality customer experience was being provided.
- 1.14 From June onwards, the Council's leisure team conducted formal monitoring visits. These visits have focused on cleanliness standards, day to day maintenance items, and the overall customer experience. These visits also provided an opportunity for LeisureSK Ltd to raise items that are the Council's responsibility within the contract. The table below outlines the findings of the leisure monitoring visits and the number of items raised for rectification for each subject area.

Leisure Monitoring Visits

Facility	Cleanliness Items		Maintenance and Repair Items		Customer Experience Items		Comments for SKDC	
	June	July	June	July	June	July	June	July
Bourne Leisure Centre	5	4	5	4	0	0	0	0
Deepings Leisure Centre	6	4	3	1	0	0	0	2
Grantham Meres Leisure Centre	4	4	4	2	0	0	1	0
South Kesteven Sport Stadium	9	5	16	16	0	0	4	3
Stamford Leisure Pool	7	6	6	2	0	0	0	2

- 1.15 The cleanliness items recorded relate mostly to everyday items of cleaning associated with usage. There are some areas where high level dusting and cleaning is required, and discussions with the General Managers have commenced on the most appropriate, cost-effective ways for these to be completed.
- 1.16 Following the reopening of the leisure centres, there was a small backlog of general maintenance repairs which fell under the responsibility of LeisureSK Ltd. Some of these items were in non-customer usage areas, including changing rooms and toilet facilities which had remained closed due to the restrictions in place. All rectifications have now been completed in the agreed timeframe before these areas reopened.
- 1.17 Consistently the monitoring visits have found the facilities to be well-presented for users. All employees have been found to be wearing the appropriate uniform, with name badges and up-to-date information has been on display regarding memberships and the facilities available.
- 1.18 The rebranding of the facilities with LeisureSK Ltd marketing material and signage, as well as some redecoration works in the new colour palette, have made a positive and welcoming impact on the general appearance of the facilities.
- 1.19 Now that the centres have fully reopened, the frequency of the leisure monitoring visits will increase to ensure the agreed standards are maintained, in line with growing customer numbers.
- 1.20 Additionally, a monthly formal contract monitoring meeting takes place between representatives of the Council and the management team of LeisureSK Ltd.

2 Consultation and Feedback Received, Including Overview and Scrutiny

- 2.1 At the meeting of Culture and Visitor Economy Overview and Scrutiny Committee on 15 September 2020 the Committee considered the service improvements they would like to be achieved through the Council's leisure contract with LeisureSK Ltd. These were included within the Leisure Specification which forms the basis of the Council's contractual relationship with LeisureSK Ltd.
- 2.2 At the meeting of Culture and Visitor Economy Overview and Scrutiny Committee on 5 January 2021 a verbal update was provided to Members on the successful establishment of LeisureSK Ltd.
- 2.3 The Business Plan for LeisureSK Ltd for 2021/22 was considered by Companies Committee on 23 February 2021. Companies Committee will be responsible for assessing the financial performance of LeisureSK Ltd against the targets contained in the Business Plan.
- 2.4 At the meeting of Culture and Visitor Economy Overview and Scrutiny Committee on 9 March 2021 the Committee agreed to receive six monthly update reports on the performance of LeisureSK Ltd to include the balanced scorecard produced by the Board of Directors for LeisureSK Ltd. The information includes feedback from users of the facilities.

3 Available Options Considered

- 3.1 This report provides information on the contract performance and monitoring arrangements with LeisureSK Ltd as previously agreed by Members of the Committee. This also provides and an opportunity for Members to raise any concerns around the facilities or level of service being offered.

4 Preferred Option

- 4.1 That Culture and Visitor Economy and Overview and Scrutiny Committee note the contents of the LeisureSK Ltd performance report and provide feedback on any additional information required for future reports.

5 Reason for the Recommendation

- 5.1 The Council has a duty to ensure that the leisure contract provides value for money and delivers on the Council's corporate objectives. The information provided within the report provides Members with an opportunity to assess the performance of LeisureSK Ltd and raise any items of concern.

6 Next Steps – Communication and Implementation of the Decision

- 6.1 Any concerns raised by Members of the Committee will be noted and investigated by the Council's leisure team as part of the ongoing contract monitoring arrangements.
- 6.2 The next performance report will be presented to the Committee in six months' time, with any additional information requested, considered for inclusion in future reports.

7 Financial Implications

- 7.1 There are no specific financial implications in relation to this report. The Council pays a management fee to the leisure provider (LeisureSK Ltd) for the current year and needs to monitor the performance and condition of the facilities to ensure that the service provision is of the highest quality.

Financial Implications reviewed by: Richard Wyles, Assistant Director of Finance and s151 Officer

8 Legal and Governance Implications

- 8.1 There are no legal and governance implications arising from this report.

Legal Implications reviewed by: Graham Watts, Deputy Monitoring Officer

9 Equality and Safeguarding Implications

- 9.1 LeisureSK Ltd has an Equality and Diversity Policy and a Safeguarding Policy which have been adopted by the Board of Directors.
- 9.2 As Director for LeisureSK Ltd, the Chief Executive of the Council, has been appointed with specific responsibility for Safeguarding.

10 Risk and Mitigation

- 10.1 To maintain and continuously improve safety, the Board of Directors have developed a Risk Register for LeisureSK Ltd which includes existing and emerging risks to the business, and any mitigating actions. The Directors update the Risk Register as necessary, including implementing any actions which may be required to protect LeisureSK Ltd.
- 10.2 The Non-Executive Director has significant leisure industry experience and is nominated with specific responsibility for health and safety.
- 10.3 The Head of Leisure liaises with the Board of Directors to ensure that any potential risk to the Council as the owner of the company are identified and appropriately managed.

- 10.4 Where required, LeisureSK Ltd has used companies with specific industry expertise to provide services, including health and safety and HR support.

11 Community Safety Implications

- 11.1 Targeted sport and physical activity can be used to improve community cohesion and can have a positive impact on reducing incidents on anti-social behaviour in our communities.
- 11.2 A varied programme of activities in the Council's leisure facilities and outreach activities in the community provides opportunities for people to be active and to socially integrate.

12 How will the recommendations support South Kesteven District Council's declaration of a climate emergency?

- 12.1 The Council's leisure facilities currently account for 41.5% of the Council's carbon emissions. The Directors and management of LeisureSK Ltd remain committed to the efficient management of carbon emissions and will explore any future opportunities that arise to establish the associated costs and benefits.
- 12.2 As part of the Council's leisure improvement plans the introduction of carbon efficient measures will be considered as part of any planned improvements to the leisure centres.
- 12.3 The Council is currently exploring the extension of solar panels at the Grantham Meres Leisure Centre.

13 Other Implications (where significant)

- 13.1 None arising from this report.

14 Background Papers

- 14.1 *LeisureSK Ltd Performance Reporting*, report to Culture and Visitor Economy Overview and Scrutiny Committee, published 9 March 2021, available online via: <http://modern.gov.southkesteven.gov.uk/documents/s29322/LeisureSK%20Ltd%20Performance%20Reporting.pdf>

15 Appendices

- 15.1 Appendix One – Performance Information for the Leisure Centres