

Returning leisure in house

Shropshire's journey

Sue Finnigan Head of Culture, Tourism and Leisure
Peter Davis Leisure Services Manager





Shropshire Leisure

- Culture Leisure and Tourism Service from 1st April 2020
- 13 facilities linked to Council
- Trust contract – 5 large centres
- In house - 5 small or joint use centres
- Management agreement – 1 community facility – tri party agreement with trust operator
- Grant Funding agreements - 1 large leisure centre and 1 joint use centre - not for profit organisation

Strategic Fit

- Shropshire Community and Rural Strategy
- Shropshire Cultural Strategy
- Shropshire Council Corporate Plan
- Economic Growth and Place Planning
- Shropshire Playing Pitch Strategy
- Shropshire Leisure Facilities Strategy
- Sport and Physical Activity statement under development
- Site specific Business Plans

Shropshire's journey so far

- Strategy Review
- Contracts review
- Grant Agreements review
- Occupation agreements
- Joint use agreement update
- Staffing and resources realignment 2021
- Long term management options appraisal 2021

Challenges and Obstacles to overcome

- Lack of clarity on Strategic Direction
- Huge variation in contractual arrangements
- Lack of written agreements in some cases
- Lack of up to date occupation agreements in some cases
- Variation in quality of service and buildings across contracts and sites
- Lack of contract management and in house staff to effectively manage all services
- Mix of contract arrangements, grant agreements, joint use agreements and in house management
- 4 different types of management across Shropshire
- Shropshire - one size fits all ???

Challenges and Obstacles to overcome

- Prioritised focus /timetable
- Relationship with operator
- Relationship with communities
- Place planning opportunities
- Political pressure
- Financial revenue impact
- Investment required
- ICT challenges- rurality
- HR , TUPE, pay rates and working practices
- School site and Multiple agreements for key stakeholders i.e. school, local enterprise, community fundraising groups/funding agreements

Practical Issues

- Staff resource in house/external to undertake the transfer
- Investment required in buildings - Condition surveys
- Inventories and equipment,
- Maintenance Contracts/suppliers
- Specifications for internal contractors e.g. phone lines etc
- Support from in house services? HR, Finance, Legal, ICT
- ICT challenges
- HR , TUPE, pay rates and working practices
- Legal implications, contracts, occupancy agreements/leases/licences
- Transfer of commercial intelligence
- Financial settlements
- Communications

Practical Issues

- COVID inability to open and transfer on 1st April due to lockdown
- COVID – in house support issues due to lockdown
- HR gaps in staffing , unable to Furlough staff from 1st April
- Equipment delivery and purchase
- Community support groups
- Community investment
- Community consultation
- School agreements re written and finalised
- Contract and occupation documents for ESWS for MUGA
- FA novation & business plan
- Politicians

Progress to date and future plans - delivery

- Additional staff resource appointed
- New management structure for Community Leisure and Tourism
- 2 additional sites now in house
- Transferred 1st April 2020 opened for business due to COVID July 2020
- School and community agreements finalised
- Investment and support from Community Group into improving the site facilities, staff training and activity programmes
- Business plans for both sites in place
- Positive working relationships with partners/schools/community developing

Progress to date and future plans -Strategy

- New Communities and Rural Strategy in place
- New Cultural Strategy in place
- New Leisure Facilities Strategy in place
- New Playing Pitch Strategy in place
- New Sport and Physical Activity Statement being developed
- New whole service Management Options Appraisal underway
- Decision to be made on main leisure contract early 2021
- Decisions on smaller sites early 2021.

And on to the next stage.....