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Date: 23 May 2025

## **Notice of meeting**

### **Community Wellbeing and Housing Committee**

**Date:** Tuesday, 3 June 2025

**Time:** 7.00 pm

**Place:** Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

#### **To the members of the Community Wellbeing and Housing Committee**

Councillors:

S.M. Doran (Chair)	M. Bing Dong	S.A. Dunn
M.M. Attewell (Vice-Chair)	J.R. Boughtflower	A. Gale
M. Arnold	M. Buck	K.M. Grant
C. Bateson	R. Chandler	

Substitute Members: Councillors M. Beecher, H.S. Boparai, T. Burrell, R.V. Geach, S. Gyawali and A. Mathur

*Councillors are reminded that the Gifts and Hospitality Declaration book will be available outside the meeting room for you to record any gifts or hospitality offered to you since the last Committee meeting.*

**Spelthorne Borough Council, Council Offices, Knowle Green**

**Staines-upon-Thames TW18 1XB**

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# Agenda

Page nos.

**1. Apologies and Substitutes**

To receive apologies of absence and notification of substitutions.

**2. Minutes**

**3 - 16**

To confirm the minutes of the meetings held on 11 March 2025 and 22 April 2025 as a correct record.

**3. Disclosures of Interest**

To receive any disclosures of interest from Councillors in accordance with the Council's Code of Conduct for members.

**4. Questions from members of the Public**

The Chair, or their nominee, to answer any questions raised by members of the public in accordance with Standing Order 40.

At the time of publication of this agenda no questions were received.

**5. Forward Plan**

**17 - 18**

To consider the Forward Plan for committee business.

**6. Leisure Operating Contract: Review of first 6 Months**

**19 - 66**

To consider the contents of this report and acknowledge the performance of the leisure operator for the period October 2024 to March 2025.

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**Minutes of the Community Wellbeing and Housing Committee  
11 March 2025**

**Present:**

Councillor S.M. Doran (Chair)  
Councillor O. Rybinski (Vice-Chair)

Councillors:

M. Arnold	S.A. Dunn	K.M. Grant
C. Bateson	R.V. Geach	A. Mathur

**Apologies:** Councillors M.M. Attewell and L.H. Brennan

**17/25 Minutes**

The minutes of the meeting held on 7 January 2025 were agreed as a correct record of proceedings.

**18/25 Disclosures of Interest**

There were none.

**19/25 Questions from members of the Public**

There were none.

**20/25 Forward Plan**

The Committee noted the **Forward Plan**.

**21/25 Leisure Centres Operating Contract Update**

The Committee received a report from the Strategic Lead, Leisure on the governance arrangements and reporting mechanisms for the leisure centres contract monitoring. The report outlined that the leisure operator was required to produce an annual plan, monthly and quarterly monitoring reports. To ensure transparency and accountability, a report covering the first six months

of the contract for Sunbury Leisure Centre and Eclipse Leisure Centre will be presented to the Committee in June 2025, with annual reports thereafter. Key performance indicators and financial performance will be monitored monthly by the contract monitoring group and quarterly by the Strategic Partnership Board. Regular reporting will help maintain standards and provide members with confidence in contract management.

The Committee requested a brief update on outstanding operational issues with the Eclipse Leisure Centre such as concerns with small pool which was not yet open. The Strategic Lead Leisure advised that the initially appointed contractor would be responsible for conducting any repairs on the pool. The pool had been closed since opening due to safety concerns, though, the centre was fully compliant with building control regulations upon opening. It was explained by the Group Head, Community Wellbeing that any remedial costs would not be accepted as a cost to the Council. The Committee noted it would be practical to conduct any works at a time which caused the least impact to clients. It was confirmed that this was the intention, however, any works would inevitably impact clients and this would be carefully managed by sharing regular communications.

The Committee noted the strategic priority 2 on increasing engagement with specific groups to expand the number participating and the frequency of participation in sport and physical activity amongst certain groups. On this point, members queried how can this be measured for those individuals who used facilities which don't belong to the Council. The Strategic Lead, Leisure responded that the KPIs being measured were specific to Council owned Leisure Centres and outreach programmes. Kamal expanded on the outreach opportunities offered by the Eclipse Leisure Centre Operator as part of their contract. This involved working with target communities and encouraging them to engage in leisure activities.

The Committee further reflected on a report presented at the previous Committee meeting which concerned the turfed area of the leisure centre and the rooflight enclosure and requested an update on progress. The Strategic Lead Leisure confirmed that a permanent barrier had been installed around the rooflight. In consultation with the Group Head, Chair and Vice Chair of Community Wellbeing and Housing Committee a type of box hedgerow had also been agreed to be installed along the front edge of the centre adjacent to the pavement. Further to discussions with the Leisure Centre Project Team, the intention was to install this hedging at an appropriate time of the year (around the summertime) to ensure best conditions and maintenance of the shrub. In one corner of the centre, a banner advising on car parking arrangements had already been installed to obstruct clients from cutting across part of the grass area.

The Committee questioned when it was expected for the leisure centre to start generating profit for the Council. The Deputy Chief Executive clarified that in consideration of current operational issues and the need to offset these costs, it was likely we would reach a breakeven position by the one year anniversary

of the centre opening and thereafter significant and rising contributions would be made to the revenue budget year on year.

Separately, the Strategic Lead Leisure also updated on the news that Eclipse Leisure Centre had been shortlisted as a finalist in the green building and infrastructure project of the year as part of the edie awards. This was an important achievement which was indicative of all the hard work put into this project.

The Committee **resolved** that they had considered the information on the arrangements for leisure centres contract monitoring.

## **22/25     Anti-Social Behaviour Public Space Protection Order (PSPO)**

The Committee considered a report which proposed the adoption of a new Anti-Social Behaviour Public Space Protection Order (PSPO) to address issues such as the anti-social use of cycles, e-bikes, e-scooters and similar devices, the use of face coverings to conceal identify during anti-social behaviour, and the possession and use of catapults. The PSPO aimed to enhance public safety, reduce intimidation, and prevent damage to property and cruelty to animals. Following a public consultation with strong support, the intention was for the PSPO to run for an initial three-year period, with regular monitoring and enforcement to ensure compliance. The Committee was asked to adopt the proposed PSPO to provide legal powers for effective management of these issues.

Key points of discussion by members included commendations for the Community Safety team's efforts in progressing the PSPO proposal, suggestions for effective communication with youths through schools, and the importance of partnership action days and joint patrols with police. Concerns were raised about public arrest powers, how anti-social behaviour on bicycles was determined and the challenges of identifying offenders, particularly youths. The Community Safety Officer noted all points, clarifying that only authorised officers would have the powers to issue a fixed penalty notice or escalate the breach of the PSPO to prosecution. Cooperation with police and the use of CCTV in obtaining evidence would be essential, especially when identifying offenders wearing face coverings. The Community Safety Officer also mentioned that the PSPO would only apply to over 15 year olds, however there were plans for legislation to lower the age limit in the future. As an alternative measure, younger individuals and their parents would be issued community protection warnings.

The Committee **resolved** to adopt the proposed Anti-Social Behaviour Public Space Protection Order.

## **23/25     Housing, Homelessness and Rough Sleeping Strategy**

The Committee considered a report which sought approval for the new Housing, Homelessness and Rough Sleeping Strategy, which was a statutory

requirement to be published every five years. Following extensive public consultation and data analysis, the strategy outlined three key priorities: partnership working to tackle homelessness, identifying opportunities to address housing needs, and proactive homelessness prevention with an effective service response. The strategy was supported by a detailed action plan and had received strong public support. The Committee was asked to approve the strategy to ensure compliance with statutory duties and to address housing challenges effectively. The strategy would go live shortly subject to approval and making further graphic enhancements.

In consideration of upcoming Local Government Reorganisations plans, the Assistant Strategic Housing Lead also updated that any progress or actions associated with the strategy would be transferred to the new unitary body. In the meantime, officers would deliver as many of the strategic priorities as possible.

The Committee **resolved** to approve the Housing, Homelessness and Rough Sleeping Strategy.

#### **24/25     Exclusion of public and press**

It was proposed by Councillor Arnold, seconded by Councillor Bateson and **resolved** to exclude the public and press in view of the likely disclosure of exempt information within the meaning of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

#### **25/25     Local Authority Housing Fund (LAHF) Round 3 Extension Update**

#### **26/25     Urgent Item- Outline to the Renters Rights Bill**

The Principal Environmental Health Officer presented to the Committee a verbal update on the Renters Rights Bill which was currently going through the parliamentary process, due to be implemented later this year and was the most significant housing legislation in 40 years, aiming to improve security, standards and enforcement in the private rented sector. Key provisions included ending Section 21 evictions, introducing a Decent Homes Standard for private rentals, and establishing a Private Rented Sector Database and Ombudsman. The Bill also addressed rental discrimination, rent increases, and the practice of rental bidding. Enforcement measures included civil penalties for non-compliance and expanded investigatory powers for local councils. The Bill was expected to be implemented swiftly, with new burdens funding to support Council enforcement duties.

During the discussion, members of the Committee welcomed the bill, highlighting its potential to support renters in Spelthorne, noting the long term benefits in avoiding emergency homelessness situations and improving housing stock. Concerns were however raised about the impact of this bill on the committee's budget, questioning if there was provision for extra Environmental Health staff and if government funding will be sufficient. The



Deputy Chief Executive noted the lack of clarity around funding, with some funding expected in the upcoming financial years. The need to respond quickly to key changes was also emphasised, with a suggestion to draw down reserves to accommodate additional resources if necessary. The Group Head, Place Protection and Prosperity mentioned that tenancy reform and enforcement will be prioritised first. The Committee requested that an additional paper be brought back to a future committee to demonstrate how the bill will work in practice once passed, to which officers agreed they will involve Councillors by sharing relevant updates. The setting up of a project board at a corporate level was also mentioned, which would involve multiple services to assist in the redesigning of processes and procedures.

The Committee **resolved** to agree that they had considered the update to the Renters Rights Bill.

**Meeting ended at 20:18**

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**Minutes of the Extraordinary Community Wellbeing and Housing  
Committee  
22 April 2025**

**Present:**

Councillor S.M. Doran (Chair)

Councillors:

M. Arnold	L.H. Brennan	K. Howkins
C. Bateson	S.A. Dunn	
M. Bing Dong	K.M. Grant	

**Substitutions:** Councillors D.C. Clarke and P.N. Woodward

**Apologies:** Councillors O. Rybinski, R.V. Geach and A. Mathur

**27/25 Disclosures of Interest**

There were none.

**28/25 In year growth bid for additional resourcing in Environmental Health**

The Committee considered a report which sought agreement for an in-year growth bid of £133,000 to fund two additional full-time Environmental Health Officers to address increasing demand related to Houses in Multiple Occupation (HMOs) and private rented sector work. It was explained that, if offsetting savings could not be identified, the posts would be funded from reserves. The additional staff would improve efficiency, resilience, and statutory compliance, with only one officer currently managing the bulk of HMO-related work.

The existing significant strain on the team was demonstrated, with 69 HMO applications awaiting processing and 30 still to be logged. The Committee highlighted the borough-wide article 4 direction (confirmed at Planning Committee on 8 January 2025) and the importance of backing enforcement

with resources, echoing frequent resident complaints and the workload unsustainability under current staffing levels. Some members raised concerns about the Council's financial position and questioned the permanence of the roles and the possibility of reallocating tasks within the existing team. Officers responded that existing team capacity was exhausted and that only fully qualified staff could manage complex HMO enforcement.

The Group Head, Place Protection and Prosperity clarified the need for permanent posts due to the ongoing nature of the work, particularly with the anticipated increase following the Renters Reform Bill. The Deputy Chief Executive also confirmed the high risk to the organisation if staff were not appointed and cautioned against relying on temporary contracts and agency staff, which offered limited recruitment potential. Some members noted the importance of loyalty from permanent staff, while others questioned whether limited processing capacity might reduce HMO proliferation.

The Joint Senior Environmental Health manager explained the qualifications and responsibilities required of an Environmental Health Officer, highlighting the complexities and legal risks involved in HMO regulation. Members discussed the financial implications, with the Deputy Chief Executive confirming full on-costs were included in the £133k figure. The issue of Environmental Health resourcing not being flagged earlier in the budget process was acknowledged, and the Group Head, Place Protection and Prosperity accepted responsibility for the omission.

Other discussion involved citing delays in licensing mobile homes as examples of resident harm due to staff shortages. The Committee clarified the legal position on operating HMOs without a licence and the statutory obligations under current legislation. In closing, concerns were raised about competitive recruitment, salary levels, and Spelthorne's relative market position.

The Committee **resolved** to:

1. Agree an in-year growth bid for 2025-26 of £133,000 pa to provide two additional full-time staff for the Environmental Health team to deal with Houses in Multiple Occupation (HMOs) and private rented sector work
2. Agree that if offsetting savings cannot be found in the Revenue Budget, that it will be funded as part of 2025-26 outturn from revenue reserves.

**Meeting ended at 20:06**

## Spelthorne Borough Council Services Committees Forward Plan and Key Decisions

This Forward Plan sets out the decisions which the Service Committees expect to take over the forthcoming months, and identifies those which are **Key Decisions**.

A **Key Decision** is a decision to be taken by the Service Committee, which is either likely to result in significant expenditure or savings or to have significant effects on those living or working in an area comprising two or more wards in the Borough.

Please direct any enquiries about this Plan to [CommitteeServices@spelthorne.gov.uk](mailto:CommitteeServices@spelthorne.gov.uk).

## Spelthorne Borough Council

### Service Committees Forward Plan and Key Decisions for 3 June 2025 to 30 September 2025

Anticipated earliest (or next) date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Community Wellbeing and Housing Committee 03 06 2025	Leisure Operating Contract: Review of first 6 Months	Non-Key Decision	Public	Kamal Mehmood, Strategic Lead for Leisure and Community Development
Community Wellbeing and Housing Committee 30 09 2025	Q and A with Borough Commander	Non-Key Decision	Public	Matthew Walton, Borough Commander
Community Wellbeing and Housing Committee 30 09 2025	Review of Community Safety	Non-Key Decision	Public	Will Jack, Community Safety Manager
Community Wellbeing and Housing Committee 30 09 2025  Council 23 10 2025	Fordbridge Community Centre Alterations	Non-Key Decision	Public	Niky Rentall, Senior Operations Manager, Independent Living,  Stephen Mortimer-Cleevely, Strategic Lead, Independent Living

# Community Wellbeing & Housing Committee

3 June 2025



<b>Title</b>	Leisure Operating Contract: Review of first 6 Months
<b>Purpose of the report</b>	To present to the Committee a review of the leisure operating contract performance for the period October 2024 to March 2025.
<b>Report Author</b>	Kamal Mehmood – Strategic Lead, Leisure & Community Development
<b>Ward(s) Affected</b>	All Wards
<b>Exempt</b>	<i>Report &amp; Appendix C – no Appendices A, B, D - yes</i>
<b>Exemption Reason</b>	Appendices A,B,D contain exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public would prejudice authority's commercial interests.
<b>Corporate Priority</b>	Services
<b>Recommendations</b>	The Committee is asked to: <ul style="list-style-type: none"> <li>consider the contents of this report and acknowledge the performance of the leisure operator for the period October 2024 to March 2025.</li> </ul>
<b>Reason for Recommendation</b>	To ensure that Members are briefed on contract monitoring and progress being made by the leisure operator as well as plans for the next 12 months.

## 1. Summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> <li>The Leisure operating contract (LOC) sets out the governance arrangements and reporting mechanisms for the contract</li> </ul>	<ul style="list-style-type: none"> <li>To give members an opportunity to review LOC monitoring and comment on ongoing performance.</li> </ul>

<ul style="list-style-type: none"> <li>In March 2025 this Committee agreed that in June 2025 a review of the first six months of operation would be presented to this Committee with future annual reports to follow each year.</li> </ul>	
<b>This is what we want to do about it</b>	<b>These are the next steps</b>
<ul style="list-style-type: none"> <li>To note challenges and successes experienced in the first six months of the LOC relating to both Sunbury Leisure Centre and Eclipse Leisure Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Consider recommendations made by the Committee</li> <li>Continue to monitor the LOC.</li> </ul>

1.1 This report is intended to provide the Committee with a high level overview of the Leisure Operator's performance over the first six months of the Leisure Operating Contract (LOC) and give the Committee confidence in the contract monitoring arrangements that are in place and being implemented.

## 2. Background

2.1 On 20 April 2022 the Corporate Policy and Resources Committee (CPRC) approved the procurement of a leisure operator, through a competitive tender process, to manage Sunbury Leisure Centre and the new Eclipse Leisure Centre for a period of 10 years with the option of a 5-year extension (at the Council's sole discretion).

2.2 An extensive leisure operator procurement exercise was undertaken and in October 2024 CPRC appointed Places Leisure as the successful bidder.

2.3 The contract under which the managed service is to be delivered is based largely on a Sport England contract for this purpose. However, prior to the tender process the project team worked with the Council's appointed consultants, The Sports Consultancy (TSC), to draft tender documentation including a detailed specification setting out the Council's requirements and expectations for the delivery of the contract.

2.4 Reporting requirements were shared with the Committee in March 2025 and are set out in Schedule 5 of the Leisure Operating Contract (LOC) under the section on Performance Management and Reporting and briefly cover the following:

- Partnership Philosophy and Governance
- Strategic Priorities
- Managing Performance against Strategic Priorities
- Operational, Service and Performance Reporting

## 3. Governance

3.0 The Leisure Team are in regular contact with the Operator and have introduced a framework of effective meetings as prescribed by the contract.



- 3.1 In order to help build a strong foundation for the contractual relationship with the Operator, in the first six months we have gone above and beyond holding weekly meetings which have also helped to address issues as and when they have arisen.
- 3.2 In accordance with the contract a Strategic Partnership Board has been established consisting of:
- The Chair of CWHC
  - Head of Service (Community Wellbeing and Housing)
  - Contract Client Manager
  - Head of Asset Management
  - The Operators Operations /Regional Director (Operator) and their
  - Contract Manger (Operator)
- 3.3 The Board meets quarterly and has met twice to date. The Strategic Partnership Board focus is on matters including
- Annual Plan
  - Progress against priorities and contribution towards local Strategic Outcomes
  - Financial performance
  - Asset management Plan
  - Service Improvement opportunities
  - Variations to the contract and commissioning opportunities.
- 3.4 In addition to the Strategic Partnerships Board, and sitting beneath it, a Contract Monitoring Group meet on a monthly basis. The Contract Monitoring Group consists of:
- Contract Manager (SBC)
  - Property/ Assets Officer (SBC)
  - Contract Manager (Operator)
- 3.5 The operator produces monthly reports outlining financial and usage performance and these reports have been published on the Dash Board for transparency and Member review. The latest monthly report, Appendix A, and the latest Quarterly report, Appendix B, have been attached for reference. The Committee will hear from representatives of Places Leisure who will guide Members through a presentation covering the first six months of the LOC, how they have performed against performance indicators and also highlighting key achievements.
- 3.6 Appendix C is a tracker maintained by the Council to monitor other contract requirements.
- 3.7 Whilst the Sunbury Leisure Centre Manager is in regular contact with Sunbury Manor School, a separate Joint Liaison Group has also been established that

meet termly to enable the school, the Operator and the Council to address issues arising from the use of the Sunbury Leisure Centre.

- 3.8 In addition, recognizing the time it was taking for certain snagging issues with the Eclipse Leisure Centre to be resolved, fortnightly defects meetings have been established to work through issues and any new ones as they arise and to ensure that the build contractor, Willmott Dixon, is addressing them in a timely manner.
- 3.9 We are still relatively early in this process and the changes in staffing and the delayed appointment of a Healthy Communities Manager have impacted this, but despite these challenges, in the first six months we have built strong foundation for the contract based on mutual respect and shared vision and philosophy with a shared commitment to increase participation in sport and physical activity, championing inclusivity.
- 3.10 To this end the Council has also invited the Operator to participate in the Spelthorne Healthy Community Partnership, which they have embraced, to explore how they may work with the Council as well as our strategic partners to effect positive change.

#### **4. General Core Requirements**

- 4.1 The Operator provides services which contribute to the following Strategic Outcomes:

- 1) *A more active borough, leading to improved health & wellbeing through increased participation in sport and physical activity by Spelthorne residents.*
- 2) *Increased engagement with specific groups to expand the numbers participating and the frequency of participation in sport and physical activity amongst:*
  - *children and young people*
  - *older people*
  - *Black, Asian and Minority Ethnic (BAME) groups*
  - *people with disabilities*
  - *low-income groups*
  - *women and girls.*
- 3) *Increased engagement with communities living in less advantaged wards through outreach programmes that increase physical activity levels and deliver improved social outcomes.*
- 4) *High quality, accessible and safe services.*
- 5) *Providing local economic benefit.*
- 6) *Delivering long-term sustainable and well-maintained leisure facilities.*
- 7) *Significantly contributing towards the Local Authority's aim to become carbon neutral in the coming years.*
- 8) *Strong and positive engagement with the Local Authority to support relevant priorities and strategic objectives.*
- 9) *Strong and positive engagement with partners to help achieve other priority outcomes above.*

## **5. Reporting**

- 5.1 The performance indicators set out in the Service Specification Table 3 are designed to measure the Operator's performance against the Local Strategic Priorities. The Operator is obliged to report on its own performance in accordance with the Specification.
- 5.2 As mentioned above the Operator reported against these producing monthly and quarterly reports.
- 5.3 The first year of the contract is intended as a base-lining exercise. The Operator will work with the Council during year 1 of the contract to collate baseline information on the KPI set out in Table 3 to set targets for year 2 and then in each year thereafter on an annual basis as part of an annual service plan.

## **6. Measurement**

- 6.1 Performance Management Framework provides a methodology for identifying the Operator's performance against given performance standards set out in the LOC. These standards are expressed in the Services Specification and the Service Delivery Proposals.
- 6.2 A measure of performance is undertaken by the use of a Performance Adjustment Points system, which awards Performance Adjustment Points for Facility Performance Failures. Subject to this system Quarterly Performance Adjustment Payments can be charged. However, it should be noted that the contract is subject to a bedding in period set out in 3.8 and 3.9 below.
- 6.3 Whilst performance is being measured and points recorded, during this period the Operator cannot be penalised for points accrued and will begin formally in accordance with the time frames set out below.
- 6.4 In respect of the Eclipse Leisure Centre, the bedding in period is six months for operational and technical issues; and 12 calendar months for technical issues related to Passivhaus technology.
- 6.5 In respect of Sunbury LC, the bedding in period lasts for 6 calendar months for operational and technical issues.

## **7. Active Communities Outreach Programme**

- 7.1 The Operator is required to work closely with the Council and support the delivery of a Community Outreach Programme.
- 7.2 The Active Communities Outreach Programme provides increased opportunities for inactive and under-represented groups in priority areas to be engaged in regular physical activity.
- 7.3 The programme includes :
- 12 week GP (Exercise) Referral adult course ( 2 sessions per week)
  - 12 week weight management adult course (2 sessions/hours per week)
  - 10 week mental health courses ( age 18+)
  - Any other 8 week priority course as need arise, to be agreed between the Authority and the Operator.

- 7.4 Whilst provision has transitioned over from the previous contract progress in this area has been hampered as the Operator was unsuccessful recruiting to the post of Community Outreach Manager until April 2025. Since in post the Community Outreach Manager has helped to develop the Action Plan which sets out how the operator will fulfil this obligation over the course of the coming year. Key points of the Action Plan as set out in 4.1.
- 7.5 In addition, the Council, in partnership with Active Surrey and other stakeholders has been successful in securing Priority Place funding from Sport England to deliver development work in Stanwell. Whilst the project is still in its infancy, the Operator is already involved and will be a key partner in the project's success moving forward.

## **8. Key issues**

- 8.1 Over the first six months at Eclipse Leisure Centre there have been issues with regards temperature fluctuations within various spaces across Eclipse Leisure Centre, with turnstiles, the learner pool and its moveable floor, the sauna and steam room, and sports hall floor which have impacted on the Operator's ability to deliver services at various times. To keep abreast of these issues the Project Team has been meeting weekly, and a separate Defects Group has been established to address snagging issues as they arise, meeting every two weeks since February 2025.
- 8.2 Whilst positive working relationships have been established, changes in staffing and an inability to recruit to the role of Healthy Communities Manager despite several attempts have presented challenges and delayed the delivery of the Annual Service Plan. The Plan has now been submitted and is currently being considered. A new Contract Manager was appointed in April 2025 and the role of Healthy Communities Manager was filled on 22 April 2025.

## **9. Passivhaus Measures**

- 9.1 Whilst systems have been commissioned and relevant data is being captured, at this stage adjustments are still being made and it is too early to report on the impact of the measures that have been introduced.
- 9.2 That said, initial indications compiled over the first 5 months suggest that the Passivhaus measures have already returned performance savings of 57% over this period, with estimated savings of £180k (assuming £0.30/kWh tariff) compared to other modelled facilities that have not been designed to Passivhaus standards. This figure may change subject to validation with the Operator's actual tariff.
- 9.3 It should be noted that monitoring is continuing to highlight further efficiencies that can still be made to further optimise performance and this will be monitored on an ongoing basis. Performance will be reported on a monthly basis and reported back to the board quarterly.
- 9.4 Future annual reports will provide an opportunity for the impact that Passivhaus measures have had on utility costs to be considered and reviewed.

## **10. Options analysis and proposal**

- 10.1 Option 1: To agree the LOC performance review for the period October 2024 to March 2025.

- 10.2 Option 2: To request supplementary information.
- 10.3 Option 3: To not agree the LOC performance review for the period from October 2024 to March 2025.

**11. Financial management comments**

- 11.1 A profile of committed Management Fee across the term of the contract is set out in Appendix D.
- 11.2 During the period from October 2024 to date the Council has incurred/ is committed to incur additional expenditure in addressing matters which are outside of the scope of the construction contract. These have been reported separately to the relevant service committee.

**12. Risk management comments**

- 12.1 Regular monitoring allows the Council to hold the Operator to account and to ensure that the standards that we expect, as set out in the LOC, are maintained. Without regular monitoring there is a risk to the Council's reputation should standards be allowed to slip.
- 12.2 If the Operator under-performs over a sustained period this could have a negative impact on public perception of the Council, the leisure centres being regarded as Council facilities, as well as impacting on any potential profit share that the Council could benefit from over and above the agreed management fee. As such regular monitoring will enable the Council to hold the Operator to account and monitor their performance against the deliverables set out in the LOC.
- 12.3 There is a higher risk of contract failure without thorough continuing contract monitoring and maintaining good relationship with the Operator. Robust contract monitoring measures protect the Council's capital investment.

**13. Procurement comments:**

- 13.1 None.

**14. Legal comments**

- 14.1 There are no legal implications arising directly from this report.

**15. Other considerations**

- 15.1 There are none

**16. Equality and Diversity**

- 16.1 The decision has no bearing on equality and diversity.
- 16.2 The Services provided adopt a holistic and inclusive approach to equality of access and participation for all users, regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.
- 16.3 The Active Communities Outreach Programme ( a contractual requirement) is intended to provide increased opportunities for inactive and under-represented groups to engage in regular physical activity. The Programme targets the following priority groups,:
- Children and young people
  - Older people

- BME groups
  - People with disabilities
  - Low-income groups
  - Women and girls
- 16.4 The Facilities and Services, including signage to and within the facilities, are fully accessible for people with disabilities as per the Equality Act 2010.
- 17. Sustainability/Climate Change Implications**
- 17.1 Facilities are operated in an environmentally sensitive and sustainable manner to reduce energy consumption, minimise chemical usage , recycle appropriate non- hazardous waste and contribute to the delivery of the Council's policies for safeguarding the environment and promoting sustainability.
- 18. Timetable for implementation**
- 18.1 N/A
- 19. Contact**
- 19.1 Kamal Mehmood – [k.mehmood@spelthorne.gov.uk](mailto:k.mehmood@spelthorne.gov.uk)

**Please submit any material questions to the Committee Chair and Officer  
Contact by two days in advance of the meeting.**

**Background papers:** *(These are unpublished papers upon which you have relied in preparing this report). If none state, Leisure Operating Contract (LOC)*

**Appendices:**

**Appendix A – Places Leisure Monitoring March 2025 (Exempt)**

**Appendix B – Places Leisure Quarterly Monitoring January '25 to March '25 (Exempt)**

**Appendix C – Contract Reporting and Monitoring Template**

**Appendix D – Management Fee Profile (Exempt)**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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Due Monthly	Comments	When in month due	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Monthly performance report	See MPRI breakdown for what this report should contain	10th business day															
Process Water Quality Inspection Details/Results	To be added via ICT asset management system that SBC have read only access too	1 week after inspection															
Report showing the monthly payment and any performance adjustment payments for previous month	Include surplus share tracking	1st business day															
Statement of monthly payment payable to SBC		1st business day															
<b>Due Quarterly</b>																	
Quarterly Performance Report	See QPRI breakdown of what this should	10th business day of July, Oct, Jan and April															
Key register	List of key holders, their names and addresses to be supplied to LA and alarm company																
<b>Due Annually</b>																	
Annual service report and plan	See ASRP breakdown for what this report should contain	March within 2 weeks of workshop with LA															
Active Communities Outreach Plan		1st March															
Marketing Plan		1st March															
Programme of Use		March															
Annual workforce monitoring report		1st March															
Staff satisfaction survey results		1st March															
Equalities Monitoring report	Provide a breakdown of equalities information for both staff employed and users of the services	1st March															
Health and Safety Management improvement strategy endorsed by senior and operational management -	To include accident rate per 100,000, accident severity (days lost), near misses and action taken, incidence of ill health absence, complaints, number of unsafe situation reports and corrective actions, cost and number of H&S specific training hours conducted, reports from enforcement bodies, results of any monitoring activities eg inspections, audits and the level of compliance with contractors/subcontractors relating to competence, permit to work, risk assessments and accidents.	1st March															
PPM schedule		1st Feb															
Schedule of programmed maintenance		1st Feb															
Updated equipment inventory		1st May															
Environmental Management Plan		1st March															
Passivhaus monitoring report (Eclipse)		1st May															
Emergency and business continuity plan		1st March															
Fire Risk Assessment		1st March															
Licenses and legislation compliance report		1st May															

Key

Not reviewed yet
Received Late
Received on time or by agreed later date
Not due this month

Monthly performance report should contain the following	Comments
Income and expenditure broken down by facility and to correspond with categories set out in the LOBTA	
Log of any performance failures, closures or service limitations plus reasons and remedial action taken	
Summary of customer feedback and complaints received and actions taken	
Progress against marketing plan	
Confirmation that Places have complied with Open Data requirements	Confirm data for Moving Communities has been uploaded.
Summary of all accidents, incidents and severe injuries (RIDDOR) and response to them	number of pool rescues and natural cause accidents to be included
Maintenance programme update	To include as a minimum any H&S issues relating to building, plant of equipment, contractual issues requiring discussion or resolution, review of action plans, review of financial matters, Overall contract compliance including not completed PPM activities, completion of reactive maintenance within and outside specified response times and expectation report covering maintenance activities.
Usage broken down by activity areas and user categories (eg adult, junior etc) and user types (eg casual)	
Membership numbers	Minimum health and fitness and swim only
Membership attrition rate	
Participation in active communities outreach programme	Total participants, those from priority wards, inactive to active transition
Utilities consumption data	Electricity, gas, water any any energy consumption from renewable sources
Monitoring data on sources of booking (eg in person, online, app etc	
Programme of use progress report update including result of programme reviews	
<b>Quarterly Monitoring Report should contain the following</b>	
Overview of usage and membership numbers and membership attrition rates	
All customer feedback and complaints and actions taken	
Progress on annual service report and plan	
Progress against strategic priorities and performance indicators	
Any failure to maintain the required standards for service planning	
Overview of financial performance	
Overview of progress against Asset Management Plan	

Check and review	Date seen/checked/reviewed	By Whom?	Comments
<b>Monthly</b>			
Standards of cleanliness and hygiene			
Emergency lighting checks			
Fire alarm test results			
<b>Quarterly (Jan, April, July, Oct)</b>			
Check services are fully inclusive - programming, pricing, policies, development plans, marketing and training			
Check information available to the public through a variety of channels to meet the needs of populations			
Check GP referral and Covid recovery programmes are being delivered at both Sunbury and Eclipse			
Deep Cleaning Programme			
Staff training records			
List of staff on 24 hr call out in case of emergency			
<b>6th Monthly (April and Oct)</b>			
Fire certificates showing fire detection systems are maintained and tested			
Sign off procedure in place at Eclipse to ensure the systems are operating within range to deliver low energy operation			
<b>Annually (Oct)</b>			
Check Eclipse has obtained 5 star score from the national food hygiene rating scheme (year 1)			
Risk Assessments			
Information for statutory safeguarding audit - demonstrate all staff involved in recruitment have attended safer recruitment training, DBS's as required			
Comprehensive and inclusive customer service policy including response times			
Codes of conduct for both customers and staff			
Minimum Operating Hours			
Authority's Pricing Requirements (increase no more than 4% or rate of inflation)			
Normal operating procedures			
Names and photographs of managers and other senior staff to be displayed in prominent location close to entrance			
Documented arrangements for the operator to review all new, updated and existing relevant guidance			
Health and safety policy including - a written policy on all appropriate safety training guidelines, risk assessments for tasks and activities with significant risk, codes of practice for safe work, written policy for staff in reporting/dealing with violence, written policy on accidents and incidents, evidence of compliance with HSG 179, risk assessment guidelines,			
Results of the strategic risk assessment review by Operators senior management			
Fire Risk Assessment			
Record of first aid equipment checks			
Log of facility, plant, locations or equipment in unsafe condition			
Records of PPE issued to staff			
Records of gym inductions undertaken			
Accident and incident records			
PPM schedule			
Updated equipment inventory			
PAT testing records			
Emergency lighting certificates			
Programme of statutory, mandatory and insurance inspections to ensure required inspections are received at the correct time			
Asbestos register (Sunbury)			
Evidence of direct service contracts with specialist companies for specialist plant, machinery and equipment at Eclipse.			
Legionella certificate/ disinfection of cold water storage tanks			
Lifts and cherry picker certificates			
Insurance certificate			
Contingency plans to address the loss of each or all energy supplies - reviewed and tested to a programme agreed with the local authority			
Display energy certificate (DEC)			
Electrical certificates			
Gas safety certificates			
Electronic ICT asset management system implemented to list details of assets and equipment including records of replacement, maintenance contracts and to log servicing and PPM and reactive maintenance. Read only access to SBC authorised officer to be provided.			
Operator to provide a weblink for authorised LA officers to have read only access to customer and operational data within it's IT system			

Eclipse 6 months from 17th September 2024 for operational and technical issues, 12 months for issues related to passivhaus technology. Sunbury - 6 months from 1st Oct 2024

[illegible]

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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