

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

2.6 Partnership Philosophy and Governance

- 2.6.1 Spelthorne Borough Council is seeking to establish a Partnership Philosophy with an Operator based on the following principles:
- 1) Mutual respect
 - 2) A shared vision and operational philosophy
 - 3) A shared commitment to increasing participation in sport and physical activity and championing inclusivity in the Spelthorne borough particularly amongst identified under-represented groups including people with disabilities.
 - 4) Proactive collaboration and cooperation
 - 5) Partnership working with key public, private and third sector organisations involved with enabling and delivering opportunities for sport and physical activity participation
 - 6) Effective and regular communication and reporting
 - 7) A proactive approach to identifying new opportunities to develop or enhance the Services.
- 2.6.2 The Operator shall commit to the Partnership Philosophy and recognise the importance of working collaboratively with the Local Authority in delivering the Services.
- 2.6.3 The Partnership Philosophy shall be upheld and governed through the establishment of a Strategic Partnership Board made up of key representatives from the Operator and the Local Authority.
- 2.6.4 The Strategic Partnership Board shall be established within one month of the contract commencement date and shall consist of the following representatives:
- 1) Elected Member - Chair of Community Wellbeing Committee (Local Authority)
 - 2) Head of Service (Local Authority)
 - 3) Contract Client Manager (Local Authority)
 - 4) Head of Asset Management (Local Authority)
 - 5) Operations/Regional Director (Operator)
 - 6) Contract Manager (Operator).
- 2.6.5 The Strategic Partnership Board shall be chaired by the Local Authority, meet quarterly and matters to be discussed shall include but not be limited to the following:
- 1) Progress on Annual Service Report and Plan
 - 2) Progress against Strategic Priorities and contribution towards wider local Strategic Outcomes
 - 3) Financial performance
 - 4) Asset management plan overview
 - 5) Service improvement opportunities
 - 6) Variations to contract and commissioning opportunities
 - 7) Other matters of a strategic nature considered appropriate for discussion by the Board.
- 2.6.6 Either the Operator or Local Authority, subject to the agreement of the other party, may invite appropriate third parties to attend the Strategic Partnership Board meetings to help the Board's understanding of a particular issue or decision.
- 2.6.7 Beneath the Strategic Partnership Board, there will be a Contract Monitoring Group. This group will meet on the monthly basis to review financial and usage performance and operational issues. It will consist of the following representatives (as a minimum):

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

- 1) Contract Client Manager (Local Authority)
 - 2) Property/Assets Officer (Local Authority)
 - 3) Contract Manager (Operator)
 - 4) Details on the reporting requirements for the Strategic Partnership Board and the Contract Monitoring Group are set out in Section (Performance Management and Reporting).
- 2.6.8 Separately, there will be a Joint Liaison Group to oversee the management of Sunbury Leisure Centre. This group will meet as a minimum once in each school term. It will consist of the following representatives (as a minimum):
- 1) School representatives (2)
 - 2) Local Authority representative (2)
 - 3) Operator representative.
- 2.6.9 The Joint Liaison Group shall serve as a forum for discussion between Sunbury Manor School, Local Authority and Operator of all issues arising from the use of the Facility. Further details can be found in Appendix 4. Matters to be discussed shall include:
- 1) Strategic development of the site
 - 2) The arrangements for supervision, security, access and cleaning of the Facility
 - 3) The purchase, maintenance and repair of equipment used by the pupils and staff of the School and the Operator
 - 4) The repair and maintenance of the Facility
 - 5) Car Parking at the Facility
 - 6) Any disputes arising between the parties.

2.11 Managing Performance against Strategic Priorities

- 2.11.1 The Operator shall deliver the Services to meet the Local Authority's Strategic Priorities and to contribute towards wider local Strategic Outcomes.
- 2.11.2 The performance indicators shown in Table 3 are designed to measure the Operator's performance against the Local Authority's Strategic Priorities. The Operator shall ensure it collects information to measure the performance indicators in Table 3 using up to date ICT and innovative data collection methods. The Operator is expected to manage performance and strive towards delivering – and where possible, exceeding - the Performance Indicator Targets.
- 2.11.3 During the term of the Contract, the Local Authority, through discussion with the Operator, may consider the use of alternative performance indicators that measure performance in a more effective or efficient way, taking advantage of any advances in technology or innovation in data collection methods.
- 2.11.4 In the event that the performance information was not collected in this way under the previous management arrangements, the first year of the Contract will be a base-lining exercise. All subsequent years will involve setting targets through a collaborative annual service planning process in partnership with the Local Authority. The Operator shall draw from national data sources to assist in establishing initial targets.
- 2.11.5 The Operator shall work in partnership with the Local Authority to review the Performance Indicators on at least an annual basis and respond to any reasonable requests from the Local Authority for these to be amended to better reflect any changes to the Local Authority's Strategic Priorities for the service.

Table 3: Performance indicators Against Strategic Priorities

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

Strategic Priority 1	Performance Indicators
<p>A more active borough, leading to improved health & wellbeing through increased participation in sport and physical activity by Spelthorne residents</p>	<p>Measured annually through Sport England's <i>Active Lives</i>¹ survey</p> <ul style="list-style-type: none"> a) Percentage of Spelthorne residents (aged 16+) taking part in sport and physical activity for less than 30 minutes per week (inactive) b) Percentage of Spelthorne residents (aged 16+) taking part in sport and physical activity for 30-149 minutes per week (fairly active) c) Percentage of Spelthorne residents (aged 16+) taking part in sport and physical activity for 150 minutes per week (active) d) Percentage of Spelthorne residents taking part in sport and physical activity at least twice in the last month.
Strategic Priority 2	Performance Indicators
<p>Increased engagement with specific groups to expand the number participating and the frequency of participation in sport and physical activity amongst:</p> <ul style="list-style-type: none"> a. children and young people b. older people c. BME groups d. people with disabilities e. low income groups f. women and girls 	<p>Children and Young People:</p> <ul style="list-style-type: none"> a) Number of Spelthorne residents aged 5-16 years participating in leisure centres and outreach programmes for at least 30 minutes per week as a percentage of the total in the borough b) Percentage of children who are Spelthorne residents achieving physical literacy (measured by Sport England <i>Active Lives</i> survey) c) Percentage of young people (11-18) who are Spelthorne residents with a positive attitude towards sport and being active (measured by Sport England <i>Active Lives</i> survey) <p>Older People:</p> <ul style="list-style-type: none"> d) Number of Spelthorne residents over 65 years of age participating in leisure centres and outreach programmes for at least 30 minutes per week as a percentage of the total in the borough <p>BME groups:</p> <ul style="list-style-type: none"> e) Number of Spelthorne residents from black and minority ethnic (BME) backgrounds participating in leisure centres and outreach programmes for at least 30 minutes per week as a percentage of the total in the borough

¹ Or successor programme.

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

	<p>People with disabilities:</p> <p>f) Number of Spelthorne residents with disabilities participating in leisure centres and outreach programmes for at least 30 minutes per week as a percentage of the total in the borough</p> <p>Low income groups:</p> <p>g) Percentage of Spelthorne residents eligible for concessionary pricing in the borough participating for at least 30 minutes per week in leisure centres and outreach programmes</p> <p>h) Number of Spelthorne residents taking advantage of the concessionary pricing scheme as a percentage of those eligible in the borough</p> <p>Women and Girls:</p> <p>i) Number of female Spelthorne residents participating in leisure centres and outreach programmes for at least 30 minutes per week as a percentage of the total in the borough.</p>
Strategic Priority 3	Performance Indicators
Increased engagement with communities living in less advantaged wards through outreach programmes that increase levels of physical activity levels and deliver social outcomes	Participation in Active Communities Outreach Programmes (total participants and those from the Local Authority's priorities wards ²)
Strategic Priority 4	Performance Indicators
High quality, accessible and safe Services	<p>a) Customer and partner satisfaction indicators captured through an on-going monthly rolling programme (e.g. Net Promoter Score)</p> <p>b) Increased customer satisfaction in annual survey</p> <p>c) Social Value delivered</p> <p>d) Quest™ Plus scores for Leisure Facilities and Active Communities Outreach Programme. Minimum score of Good or above for all assessments. Quest stretch to be sought where applicable</p> <p>e) Customer retention figures for fitness, swimming, courses and activities.</p> <p>f) Investors in People and Inclusive Fitness Initiative accreditation</p> <p>g) Health & Safety standard OHAS</p>

² Currently Stanwell North, Ashford North and Stanwell South and Sunbury Common.

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

	18001 accreditation
Strategic Priority 5	Performance Indicators
Providing local economic benefit	<ul style="list-style-type: none"> a) Percentage of the workforce that are Spelthorne residents and the extent to which the workforce is representative of the local demographic profile b) Number of workforce development opportunities provided through the employment of apprentices c) Number of local companies used in the Operator's supply chain.
Strategic Priority 6	Performance Indicators
Delivering long-term sustainable and well-maintained leisure facilities	<ul style="list-style-type: none"> a) Delivery of Schedule of Programmed Maintenance and approval by Local Authority of proposed changes (% of programme delivered on time or change approved) b) Target scores on maintenance/statutory compliance audits c) Achieving Environmental Standard 14001:2004 accreditation d) Level of external funding attracted and enabled for leisure centre and outreach programmes.
Strategic Priority 7	Performance Indicators
Significantly contributing towards the Local Authority's aim to become carbon neutral in the coming years	<ul style="list-style-type: none"> a) Percentage target reduction in annual energy consumption b) Increase in recycling rate and decrease in waste c) Operating Spelthorne Leisure Centre to guidance
Strategic Priority 8	Performance Indicators
Strong and positive engagement with partners	Number of projects developed in partnership with the Local Authority and other organisations and stakeholders, e.g. schools, public health bodies, community and voluntary sector organisations, NGBs, etc.

2.11.6 The Operator will work with the Local Authority during year 1 of the Contract to develop baseline information on the above performance indicators that will be used to set targets for Year 2 and thereafter of the Contract.

2.11.7 An Annual Service Plan and associated Development Plans shall be provided to the Local Authority for approval one month prior to the Commencement Date and three months prior to the start of each subsequent Contract Year.

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

- 2.11.8 The Operator shall provide a Monthly Performance Report and detailed Annual Service Report containing qualitative and quantitative evidence of how the Operator is delivering the Local Authority's Strategic Priorities for the service and contributing to wider local Strategic Outcomes.
- 2.11.9 The Annual Service Report shall highlight any of the Local Authority's Strategic Priorities that the Operator has not contributed towards and provide an annual Action Plan for the following year to address any shortcomings or missed targets. It should also highlight any additional objectives it has achieved in addition to those required by the Local Authority.

5. Performance Management and Reporting

5.1 Planning to Improve (Service Planning)

Overall Requirement

- 5.1.1 An Annual Service Report and Plan that is developed in partnership with the Local Authority which clearly sets out how the Services have performed over the previous year and are to be developed and delivered over the forthcoming year in order to best meet the Local Authority's Strategic Priorities and contribution towards wider local Strategic Outcomes.
- 5.1.2 Operator will be required to establish a baseline against the local authority's Strategic Objectives and in partnership develop an Annual Service Report and Plan to improve the contribution of the service in delivering those objectives.

Performance Standards

- 5.1.3 The Operator acknowledges the importance of a balanced programme and shall prepare an Annual Service Plan for approval by the Local Authority.
- 5.1.4 The Operator shall ensure that the Annual Service Report and Plan is effective, measurable and sustainable with clearly developed actions on how the Services are to meet the Local Authority's Strategic Priorities and contribute towards wider local Strategic Outcomes.
- 5.1.5 The Annual Service Report and Plan will set out how the Operator intends to meet the Performance Indicator Performance Indicator Targets following year 1 of the Contract once a baseline has been established. It will also address issues identified from customer satisfaction data and the achievement of financial targets.
- 5.1.6 The Operator shall identify through the Annual Service Report and Plan and through consultation with the Local Authority, where it will work with partners within the Facilities and through the Active Communities Outreach Programme.
- 5.1.7 The Annual Service Report and Plan shall identify specific areas of joint working with the Local Authority to reflect the partnership approach in delivering the Services.
- 5.1.8 The Operator shall attend an Annual Service Report and Plan workshop with the Local Authority one month prior to the Commencement Date and within two weeks of the start of each subsequent year for the duration of the contract.
- 5.1.9 The Annual Service Report and Plan workshop shall provide an opportunity for both parties to work collaboratively to review the Annual Service Plan Report, assess progress and agree targets and actions for the Service Plan for the year ahead.
- 5.1.10 The Operator shall be responsible for producing a draft Annual Service Report and Plan for review at the workshop and for producing the final Annual Service Plan following the workshop.
- 5.1.11 The Operator shall ensure that the Annual Service Report and Plan is developed and implemented. It shall ensure that the draft plan is submitted to the Local Authority for approval six weeks prior to the Commencement Date and six weeks prior to the start of each subsequent year for the duration of the Contract.

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

- 5.1.12 The Operator shall ensure that the Annual Service Report and Plan sets out in detail how programmes will be measured through the Key Performance Indicators. It should make use of best practice improvement tools including Sport England's Quest scheme and National Benchmarking Service (NBS) and DataHub.
- 5.1.13 The Operator shall ensure that a key focus of the Annual Service Report and Plan is the development of pathways into sport and physical activity and relationships with local sports clubs, schools and community groups in line with both National Governing Bodies of Sport and Active Surrey.
- 5.1.14 The Operator shall ensure that the activity programmes within the Annual Service Report and Plan include the following requirements:
- The programme of activities shall meet the aims and objectives of both the Facilities and the Active Communities Outreach Programme and are flexible enough to accommodate future changes in local demographics, participation trends, needs and policy
 - It should be dynamic, innovative and responsive to the requirements of existing and potential future customers and partners
 - The programme shall ensure that all members of local communities may use the Facilities, including underrepresented groups and those from priority localities
 - It shall also reflect appropriate local, regional and National Governing Bodies of Sport's policies and programmes with clear pathways identified for participants to progress and develop skills.

Reporting Requirements

- 5.1.15 The Operator shall ensure that an Annual Service Report and Plan Progress Update is provided to the Local Authority on a quarterly basis.
- 5.1.16 The Operator shall submit details of any failure to maintain the required Overall Requirement set out above as part of the quarterly update.
- 5.1.17 The Operator shall ensure that the draft Annual Service Report and Plan is provided to the Local Authority six weeks prior to the Commencement Date and six weeks prior to the Annual Service Plan Workshop held at the start of each subsequent Contract Year.

Meetings and Reporting

Overall Requirement

- 5.2.1 A structured programme of partnership meetings between the Operator and the Local Authority and a series of reports, which provide the Local Authority with information on the Operator's performance in delivering the Services and plans for the future delivery of the Services.
- 5.2.1 A clear governance structure for the Contract (as set out in section 2.6) through the following:
- A quarterly Strategic Partnership Board
 - A monthly Contract Monitoring Group
 - A Joint Liaison Group for Sunbury Leisure Centre.

Performance Standards

- 5.2.3 The Operator shall ensure that there is in place at all times a clearly defined responsibility chain for implementing, monitoring and reviewing service delivery.
- 5.2.4 The Operator shall provide one overall Operator's Representative to be its authorised representative for the Facilities and Services operated on behalf of the Local Authority.

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

- 5.2.5 The Operator's Representative shall consult with the Local Authority's authorised officers as often as may reasonably be necessary for the efficient provision of the Services.
- 5.2.6 The Local Authority shall be entitled to undertake inspections of the facilities and Services at any time to monitor and review service delivery. This may include a monthly service review visit by an authorised officer.
- 5.2.7 The Local Authority and Operator will use Quest reports and the Sport England National Benchmarking Service to monitor, benchmark and improve performance.

Reporting Requirements

- 5.2.8 The plans and reports that the Operator is required to submit to the Local Authority on an annual basis cover the following areas:
- Performance
 - Service
 - Operations.
- 5.2.9 They are detailed in Table 4.

Table 1: Contract Monitoring Plans and Reports

Plan Title	Frequency	Submission Date
Performance Reporting		
Annual Service Report and Plan to include: - Consolidated annual performance (for each Contract year) against each Monthly Performance Monitoring Report item (see 5.2.10) - KPI targets (see Table 3) - Workforce Development Plan - Equalities Monitoring Report.	Annual	Within two weeks following the Annual Service Plan Workshop. For the KPI targets, Year 1 of the contract will be base-lining in order to set new Performance Indicators for Year 2. Subsequent years to be agreed at the Annual Service Plan Workshop.
Active Communities Outreach Plan	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Marketing Plan	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Quest Plus Report	Biennial	Within one week of receipt (if commissioned by the Operator).
Quest™ Plus Action Plan	Biennial	Within one month of the receipt of the Quest™ Plus report.
Service Reporting		

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

Plan Title	Frequency	Submission Date
Proposal for changes to Pricing Schedule	Annual	Minimum of 3 months prior to implementation of proposed changes.
Programme of Use	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Proposal for changes to Minimum Opening Hours	Annual	Minimum of 3 months prior to implementation of proposed changes.
Planned Preventative Maintenance (PPM) Schedule	Annual	One month prior to the Commencement Date and two months prior to the start of each subsequent Contract Year.
Schedule of Programmed Maintenance	Annual	One month prior to the Commencement Date and two months prior to the start of each subsequent Contract Year.
Passivhaus Monitoring Report (Spelthorne Leisure Centre)	Annual	Within one month of the end of each Contract Year. This report should set out energy consumption (kWh/m ²) for the different zones and elements of the building compared to the Passivhaus Institute's approved design standards for the Facility.
Operational Reporting		
Health and Safety Management Plan	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Emergency and Business Continuity Plan	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Fire Risk Assessments	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Electrical Certificates	As specified by IEE regulations	Within two weeks of receipt of certificate.
Equipment Inventory	Annual	Within one month following the start of each Contract Year.
Licenses and Legislation Compliance Report	Annual	Within one month following the start of each Contract Year.

5.2.10 In addition to the annual contract monitoring and performance reporting set out in Table 6, the Operator shall also share a Monthly Performance Monitoring Report with the Contract Monitoring Group. This should form a single report and present performance on a monthly basis across the contract and broken down by facility to feed into the Council's contract monitoring software. As a minimum, it should cover the following:

- Income and expenditure broken down by facility and to correspond to categories set out in the LOBTA (e.g. swimming, health and fitness etc)
- Usage broken down to by activity areas (swimming, health and fitness, etc) and by user categories (adult, junior, concession, gender, etc)

Appendix A – Extract, Section 2 and Section 5 of Schedule 1 of the Leisure Operating Contract: Governance arrangements and reporting

- Membership numbers (as a minimum health and fitness and swim-only)
- Membership attrition rate
- Participation in Active Communities Outreach Programmes (total participants and those from the Local Authority's priorities wards³)
- Accident data (total number of accidents, number of sporting injuries, number of pool rescues, number of natural causes accidents, number of RIDDOR accidents and number of other accidents)
- Customer complaints and feedback received and responded to
- Facility closures (total number and total hours)
- Utilities consumption data (electricity, gas and water)
- Energy consumption from renewable sources
- Financial and non-financial KPIs
- Maintenance programme update
- Surplus share tracking.

³ Currently Stanwell North, Ashford North and Stanwell South and Sunbury Common