

Report of:	Head of Commissioning
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Key Decision:	No
Report Track:	Cabinet: 18/09/14

CABINET
18 SEPTEMBER 2014
QUARTER 1 - PERFORMANCE REVIEW OF WIGAN LEISURE AND CULTURE TRUST 2014-15

1 Purpose of Report

- 1.1 The report considers the performance of Wigan Leisure and Culture Trust (WLCT) in providing Culture and Leisure Services on behalf of the Council for the period 1st April 2014 to 30th June 2014.

2 Recommendations

- 2.1 That Cabinet considers Wigan Leisure and Culture Trust (WLCT) performance in delivering the Culture and Leisure Services for the period 1st April 2014 to 30th June 2014.

3 Key Issues and Reasons for Recommendation

- 3.1 This performance review is an integral part of the Council's contract monitoring arrangements with WLCT, enabling the Council to review the Trust's performance and commitments set out in the contract and method statements.
- 3.2 Appendix 1 attached to this report provides a detailed breakdown of WLCT's performance against performance targets for the first quarter of this financial year, 1st April 2014 to 30th June 2014.
- 3.3 During this quarter there have been a number of key highlights:-
- Of a total of 62 performance measures and targets WLCT have met or exceeded performance in 47 (75%) of its targets and not met target in 15 (25%), albeit that 6 (10%) are within the 5% tolerance threshold. The other 9 (15%) are considered red.

- The Council's culture and leisure facilities and services are being used significantly more this quarter than they were during the same period last year. (230,844 visits compared to 214,000 visits)
- The combined Health and Fitness usage at the two centres has increased by 3.5% (2,788 visits) when compared to the same quarter last year. (Circa 81,000 visits/ 77,000 visits).
- The total number of junior visits to all culture and leisure services and facilities has increased to over 79,000, representing a 1.5% increase on the levels achieved during the first quarter last year.
- Leisure Centre Memberships have increased by a further 3.7% during this quarter. Concessionary card holders are currently showing a reduction of 3% with 3,985 live card holders. However following a data cleansing exercise the service are aware that there are approx. 500 concessionary card holders whose membership is due for renewal. On their next visit to a facility this will be actioned and the membership will show as live again depicting further increase in sign up to the scheme.
- Combined education usage at the two leisure centres and the Museum of Cannock Chase has continued to increase. A total of 27,186 visits represent a 7% growth when compared to same period last year.
- Swimming lesson programme has been extended from 48 weeks to 50 weeks per year and usage at both centres continues to grow with over 18,800 attendances this quarter. Swimming lesson usage has increased by over 6% at Chase and by 5% at Rugeley when compared to quarter 1 last year.
- A 7.5% increase in the number of rounds played on the golf course when compared to the same quarter last year.
- The theatre has experienced an excellent start to this financial year with total visits and attendances surpassing all previous years. In total 14,311 visits have been recorded during this quarter compared to 8,476 last year and 13,155 in 2012-13.
- The new Mining Memories exhibition provides a new permanent coal mining gallery for the local community, allowing visitors to experience the "day in the life of a miner" The official opening took place on 28 June with special guest Phil Harding from Time Team. The event was well received with over 500 attending.
- Over 10,000 personal visits have been made to the Museum during the first quarter of this year, 8.80% above the level achieved for the same period last year.
- Successful delivery of the Festival of Sport event which attracted 14 local primary schools and over 500 children. This event is held annually as part of the Council's Olympic legacy commitment.
- The Arts Team has successfully been awarded £19.5k for the delivery of project work during 2014-15. A total of £14.5k has been secured for the delivery of My Family Fitness programme targeted at encouraging parents

with busy family lives to get more active, either with or at the same time as their children.

- There have been no default notices issued and the contract has been delivered within budget.

3.4 However, the aim of the report is also to present a balanced picture of achievements and performance against the targets set, including where performance needs to be improved.

- There are (15) 25% of targets that have not been met and where improvement will be required. 9 (15%) are rated Red. 4 relate to Chase Leisure Centre and usage levels in respect of the dry side activities, health and fitness, club usage and health referral activities. There are two red indicators reported for Rugeley Leisure Centre which relates to the level of education use and health referral activity, 2 relate to the level of volunteer hours recorded at the Museum and by the Arts team and 1 in respect of the number of activities delivered by the Arts team. The remaining 6 (10%) are rated Amber (within 5% tolerance threshold of the target set), 5 of which relate to the level of visits and 1 to the level of club usage at Rugeley Leisure Centre. Results against these measures will continue to be monitored over the coming months.

3.5 Key issues this year include the following:

- WLCT will need to ensure that the culture and leisure facilities and services continue to:-
 - be in line with the Council's Priorities and objectives,
 - be evidence driven and aligned to the needs of the community,
 - contribute to meeting the health needs of the District,
 - influence decision makers and fund holders (LSP, Health and Well Being Boards, CCG's, Arts Council, Heritage Lottery Fund etc), and
 - demonstrate where and how culture and leisure services can make an impact on a range of outcomes (e.g. Preventative – role of physical activity in health prevention).
- Greater use needs to be made of geographic data and information in order to target and promote culture and leisure facilities to under represented groups (young people, people with disabilities, over 60's etc).
- WLCT to continue to explore opportunities to provide play over the next year.
- To monitor progress of WLCT's non-contracted commitment to invest in new fitness suite equipment at Chase Leisure Centre.

3.6 Performance achieved to date continues to be good, particularly in respect of attendances to the Council's culture and leisure facilities when compared to the same period last year.

4 Relationship to Corporate Priorities

4.1 This report supports the Council's Corporate Priorities as follows:

- (i) **People – Active and Healthy Lifestyles.** Culture and leisure are key services for the Council. They are high profile customer facing services used by many residents of the district. The services encourage participation in sport, physical activity and recreation as well as encouraging participation and attendance in cultural activities and providing activities for children and young people.

These services make a significant contribution to the Council's Priority around the health and well being agenda by offering opportunities to participate in physical activity and recreation, by encouraging active and healthy lifestyles, by engaging with the most disadvantaged families, individuals and hard to reach groups and by delivering value for money services.

- (ii) **Place- Improved Living Environment.** Culture and leisure are fundamental to our communities offering places for people to come together, find common interests and a sense of shared identity. They provide diversionary activities, improve community safety and make places more pleasant and attractive improving the day to day life of all who live and work in the district.
- (iii) **Prosperity – Economic Resilience.** Spaces and facilities for sport recreation and culture make a significant contribution to communities, providing opportunities for people to develop new skills and playing a role in contributing to the visitor economy.
- (iv) **Transformation – Changing the way services are provided to ensure value for money.** The commissioning of WLCT to provide and deliver the Council's culture and leisure services achieved significant savings, demonstrating our commitment to providing value for money services.

5 Report Detail

5.1 Background

5.1.1 Following an extensive procurement process during 2010-11 Cabinet on 17th November 2011 approved Wigan Leisure and Culture Trust as the preferred long term partner for the management contract for the Council's culture and leisure services.

5.1.2 The contract commenced on the 1st April 2012 and is initially for 10 years with the option to extend by 2 five year periods.

5.1.3 The scope of the contract includes the management and development of the following culture and leisure facilities and services:

- Chase Leisure Centre and Rugeley Leisure Centre
- Cannock Park Golf Course
- Prince of Wales Theatre
- Museum of Cannock Chase
- Community Wellbeing Teams – Arts, Sport and Play
- Business Development

5.2 Contract and Performance Monitoring

5.2.1 Contract Monitoring

5.2.2 Details of the relationship between WLCT and the Council are set out in the contract documentation. Using this, a contract and performance monitoring guidance document has been developed to monitor the performance and contract compliance of the Council's new Culture and Leisure Services provider, WLCT.

5.2.3 This guidance establishes a positive contract monitoring process enabling the Council and WLCT to work together to address any issues or problems that may arise. It aims to build an effective and productive partnership through creating a collaborative and inclusive relationship rather than an adversarial one.

5.2.4 Both parties have placed a heavy emphasis on establishing close working arrangements. Timetabled monthly monitoring meetings are convened to consider and review contract performance, operational issues, to identify solutions, to agree any remedial actions required and to validate monthly payments.

5.2.5 These meetings are attended by the Head of Commissioning and other council officers as appropriate including (Finance, Legal, Parks and Open Spaces etc) and senior personnel from WLCT (Executive Director, Head of Service and Performance Manager).

5.2.6 Three monthly contract meetings/conference calls have been held during the first quarter.

5.3 Performance Monitoring

5.3.1 It is important that the monitoring of performance is a positive and evolving process. The Council has and will continue to work with WLCT to agree and set baselines at levels that accurately reflect the service that is currently being delivered. This is important in order to gauge how well the services are performing compared with previous arrangements.

5.3.2 In certain circumstances it is not appropriate to set new measures immediately but to measure and develop a more focussed set of measures over time. 2012-13 has established the first full year's operating data and provides certain baseline information and benchmarking data for future years.

5.3.3 Monitoring of the culture and leisure service comprises a number of indicators/measures, which have been drawn from Service plans, WLCT Method statements and performance information and management data collected within the service areas.

5.3.4 All relevant performance indicators and actions are reported in detail by exception. For example any indicators and actions that are significantly off target (red status) or slightly off target (amber status) are reported in more detail than those that are green and on target. Appendix 1 to this report provides full detail of WLCT's Performance for the first quarter of this financial year.

5.3.5 This report provides performance information on the culture and leisure management contract in the following areas:-

- Key Performance Highlights
- Participation and attendances
 - Memberships and geographical information
 - Chase Lifestyle Concession visits
 - Health Referrals
- Corporate – Priority Delivery Plans
- Health and Safety
- Programming and events
- Investment
- Quality and Satisfaction
 - Quality measures
 - Complaints
- Finance

5.4. Performance

5.4.1 Key Performance Highlights

5.4.2 A summary of the key performance highlights for the quarter are set out below:

5.5 Participation and attendances

5.6 **Chase and Rugeley Leisure Centres** - The combined total number of visits to the two leisure centres during the first quarter is over 187,000, an increase of 7% (12,564 visits) when compared to the same quarter last year. The two leisure centres have also exceeded their target for junior visits (16 years and under)

attracting over 67,000 junior visits (16 years and under). This represents an increase of 12% when compared to the first quarter last year.

- 5.7 The combined Health and Fitness usage at the two centres has increased by 3.5% (2,788 visits) when compared to the same quarter last year. However although the usage at Rugeley continues to grow with an increase of 31.8% when compared to the first quarter last year, the health and fitness usage at Chase Leisure Centre has fallen by over 10% during the same period. This dip is being attributed to a new 24 hour gym opening nearby.
- 5.8 Swimming lesson usage at both centres continues to grow with over 18,800 attendances this quarter. Swimming lesson usage has increased by over 6% at Chase and by 5% at Rugeley when compared to quarter 1 last year.
- 5.9 Club usage is below target for the first quarter at both centres. It is down by 180 visits (4%) at Rugeley due the sub-aqua club transferring to Chase. Unfortunately this club ceased operation and in addition a self defence club left the facility resulting in a drop in usage of around 14.7%. WLCT are committed to attracting additional club activity to ensure utilisation of the facilities increase.
- 5.10 **Prince of Wales Theatre** – The theatre has experienced an excellent start to this financial year with total visits and attendances surpassing all previous years. In total 14,311 visits have been recorded during this quarter compared to 8,476 last year and 13,155 in 2012-13. As identified last year the bi-annual booking by a dance academy has a significant impact on attendances and this is again evidenced by this increase. Occupancy levels remain consistently high at 80.1% and represent an increase on the same period last year (71.8%).
- 5.11 **Museum of Cannock Chase** – Over 10,000 personal visits have been made to the Museum during the first quarter of this year and although this is slightly below target it is still 8.80% above the level achieved for the same period last year. The number of school visits are also marginally below target (-3%) although the total number of junior visits recorded at 4,139 is 1.6% above the number achieved last year. The new Mining Memories exhibition provides a new permanent coal mining gallery for the local community, allowing visitors to experience the “day in the life of a miner” Members were invited to the soft launch in April and the official opening on 28 June with special guest Phil Harding from Time Team. The event was well received with over 500 attending. June.
- 5.12 **Cannock Park Golf Course** – The dry weather and excellent condition of the golf course during the first quarter of the year, together with a number of new initiatives (Reduced Green Fees, 12 months membership for 10 months and appointment of a golf professional) have resulted in a 7.5% increase in participation at the golf course when compared to the same quarter last year. (7,461 rounds compared to 6,938).
- 5.13 **Community Wellbeing (Arts and Sports)** – The Arts Team has successfully been awarded £19.5k for the delivery of project work during 2014-15. A total of £14.5k has been secured for the delivery of My Family Fitness programme targeted at encouraging parents with busy family lives to get more active, either with or at the same time as their children. The programme is aimed at

communities with higher levels of inactivity and in Cannock will involve around 200 parents. The Arts have also secured £5k of funding to deliver a Youth Project at the Prince of Wales aimed at developing young peoples' engagement in the theatre. To date four local Primary Schools and Chase High School have been involved. The Arts Team have also been working with the Council to co-ordinate WW1 Celebrations within the district.

- 5.14 The Sports team have also seen an increase in participation levels, exceeding this quarter's target by 21% and the actual level for the same period last year, by 10%. Attendances at all activities delivered by the Sports Team remain strong with back to Sport, No Strings Badminton and running clubs all continuing to attract high levels of regular participation. The Festival of Sport event has been key highlight of this quarter with over 500 participants from 14 schools taking part. In addition, the team deliver arrange of activity sessions for female and disabled participants, with over 1,593 visits to disabled sessions and 1,353 visits by females.
- 5.15 **Memberships** – The numbers of customers holding memberships has continued to increase since WLCT commenced its partnership with the Council. At the beginning of April this year there was a total of 7,015 members. This has increased by over 3.7% to 7,276 during the first quarter.
- 5.16 **Chase Lifestyle Concessions** – WLCT are required to increase the number of residents who take advantage of the concessions scheme. Overall the number of concessionary cardholders for both leisure centres (under 17, over 60's low income) is 3,985. This is 127 lower than at the start of the financial year but is due to 500 concessionary card holders whose membership is due for renewal. The next time they visit they will be renewed and become 'live' members again, which will mean actual performance will improve and show a 9% increase on the baseline figure.
- 5.17 **Geographical Information** – A breakdown of memberships at Chase and Rugeley Leisure Centre showing the spread of users across the district, by ward is included in the quarterly performance report attached as Appendix 1.
- 5.18 **Health referrals** – The number of health referrals taking part in the Structured Exercise Programme (SEP) has fallen compared with the previous year with 663 visits recorded during the first quarter of the year compared with 935 the previous year. A full review of the SEP programme has been completed and a new business plan is being implemented including a new staffing structure.
- 5.19 **Priority Delivery Plans** – The actions contained in the Priority Delivery Plans for 2014-15 and relating to the first quarter have been completed and are detailed in the performance report attached at Appendix 1.
- 5.20 **Health and Safety** – During the first quarter there has been 1 "RIDDOR" reportable accident at the Prince of Wales Theatre. A total of 96 accidents (including the RIDDOR) and 19 incidents have occurred during the period. WLCT are required to provide a summary of all accidents and incidents as part of the monthly monitoring meetings and this is included with the report attached as Appendix 1. The accident at the Prince of Wales Theatre involved a member

of the cost of the company hiring the venue, although taken to hospital to site no serious injury was incurred. .

- 5.21 **Programming and events** –The new swimming lesson programme at both Rugeley and Chase Leisure Centres has been extended to operate for 50 weeks of the year (formally 48 weeks) and a number of successful events and activities have been undertaken including the Festival of Sport, the re-launch of Birthday parties at Chase Leisure Centre, a Golf Charity Day and the opening of the Mining Gallery on 28 June. In addition, WLCT are working with the Council to coordinate a number of WW1 centenary celebrations within the district.
- 5.22 **Investment** – There are no contracted investments required during this year, although WLCT have committed to investing (circa £60k) in some new fitness equipment at Chase Leisure Centre to improve the offer and compete with new operators within the district.
- 5.23 **Quality and Satisfaction** – A key measure of the contract is to maintain and improve on the existing quality of the culture and leisure service through appropriate and current industry recognised accreditation processes such as Quest, Sandford Award, Museum accreditation and Visitor Attraction Quality assurance Service (VAQAS).
- 5.24 During the first quarter of this year there have been no accreditation assessments undertaken, although Chase Leisure Centre and Community Wellbeing Sports Team will complete its full bi-annual Quest Assessment in November.
- 5.25 WLCT capture customer feedback and satisfaction rates using a range of methods including “Standpoint” user satisfaction surveys, the APSE Sport and Leisure Facility Benchmarking survey and a non-user survey, the results of which will be collated and shared later during the year.
- 5.26 WLCT has received a total number of 19 complaints during this quarter with 100% being dealt with within the agreed timescale. This is significantly lower than the number received during the same quarter last year (35). A breakdown of the complaints across the facilities and services are attached in the report at Appendix 1.
- 5.27 There have been no failures or defaults on the part of WLCT in complying with the terms of the contract or services specification during the first quarter of this year.
- 5.28 **Finance**
- 5.29 The service has been delivered within the financial contract budget for the first quarter of 2014-15 and WLCT have made the appropriate Pension Bond and Grounds Maintenance Payments per month.

6 Implications

6.1 Financial

The service has been delivered within the financial contract budget for the first quarter.

6.2 Legal

The legal implications are set out through the report

6.3 Human Resources

There are no identified human resource implications arising from this report.

6.4 Section 17 (Crime Prevention)

There are no identified implications arising from this report.

6.5 Human Rights Act

There are no identified implications in respect of the Human Rights Act 1998 arising from this report.

6.6 Data Protection

There are no identified Data Protection implications arising from this report.

6.7 Risk Management

Many risks involved in contract management relate to the provider being unable to deliver or not to deliver to the right level of quality. A number of key risks have been identified in the contract and performance monitoring guidance referred to in this report and both parties will continue to work together to identify risks, who is responsible, who is best able to control the risk and how it can be minimised or managed should it occur.

6.8 Equality & Diversity

There are no identified implications as result of this report.

6.9 Best Value

The commissioning of WLCT to provide and deliver the Council's culture and leisure services achieved significant savings, demonstrating our commitment to providing value for money services.

7 Appendices to the Report

Previous Consideration

Background Papers

Tender Specifications published by Cannock Chase District Council 2011
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Contract Documents

Contract and Performance Monitoring Guidance
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