

Date: 17 June 2020



Town Hall, Penrith, Cumbria CA11 7QF
Tel: 01768 817817
Email: cttee.admin@eden.gov.uk

Dear Sir/Madam

Council Agenda - 25 June 2020

Notice is hereby given and you are hereby summoned to attend a meeting of the Council to be held at 6.45 pm on Thursday, 25 June 2020. This meeting will be a virtual meeting and therefore will not take place in a physical location following guidelines set out in Section 78 of the Coronavirus Act 2020.

[To view meeting click on this link](#)

1 Apologies for Absence

2 Declarations of Interest

To receive declarations of the existence and nature of any private interests, both disclosable pecuniary and any other registrable interests, in any matter to be considered or being considered.

3 Budget Planning Committee Terms of Reference (Pages 5 - 10)

To consider report F16/20 of the Interim Director of Corporate Services which is attached and which seeks approval of the Budget Planning Committee Terms of Reference.

RECOMMENDATIONS that:

- 1) Council approve the Budget Planning Committee Terms of Reference as attached at Appendix 1
- 2) delegated authority be given to the Assistant Director Governance to make any necessary changes to the Constitution.

4 Establishment of Working Groups (Pages 11 - 16)

To consider report G20/20 of the Assistant Director Governance which is attached and which seeks approval to establish three Working Groups to support the development of three of the Council's Corporate Priority areas;

- i) Zero Carbon Eden Members Working Group;

- ii) Planning Policy Working Group; and
- iii) One Eden Working Group

and approval of the Terms of Reference attached at Appendix 1

RECOMMENDATIONS that Council:

- 1) approve the formation of the three working groups; and
- 2) approve the Terms of Reference at Appendix 1

5 Extension to Leisure Contract *(Pages 17 - 26)*

To consider report PP18/20 of the Assistant Director Commissioning and Technical Services which is attached and which seeks to extend the current contract with Greenwich Leisure Limited for the next five years under the current contract.

RECOMMENDATION that the current leisure contract is extended by five years.

6 Date of Next Scheduled Meeting

The next scheduled meeting of Council be confirmed as 30 July 2020

7 Exclusion of Press and Public

To consider whether, in accordance with Section 100A(4) of the Local Government Act 1972, members of the public (including the press) should be excluded from the meeting during discussion of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 of Part 1 to Schedule 12A of the Act.

8 Extension to Leisure Contract *(Pages 27 - 38)*

This appendix sets out information supporting report PP18/20 of the Assistant Director Commissioning and Technical Services which is exempt under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Yours faithfully



Rose Rouse
Chief Executive

Democratic Services Contact: Karen Wyeth

Encs

For Attention

All members of the Council

Chairman – Councillor A Connell (Liberal Democrat Group)

Vice Chairman – Councillor D Banks (Independent Group)

Councillors

A Armstrong, Conservative Group
P G Baker, Liberal Democrat Group
K Beaty, Conservative Group
I Chambers, Conservative Group
M Clark, Independent Group
J Derbyshire, Liberal Democrat Group
P Dew, Conservative Group
M Eyles, Liberal Democrat Group
H Fearon, Conservative Group
K Greenwood, Independent Group
M Hanley, Labour Group
L Harker, Liberal Democrat Group
D Holden, Liberal Democrat Group
S Lancaster, Independent Group
D Lawson, Green Group
J C Lynch, Conservative Group
E Martin, Conservative Group
N McCall, Liberal Democrat Group

A Meadowcroft, Conservative Group
G Nicolson OBE, Conservative Group
R Orchard, Conservative Group
W Patterson, Independent Group
J Raine, Conservative Group
M Robinson, Independent Group
A Ross, Green Group
M Rudhall, Liberal Democrat Group
D Ryland, Independent Group
H Sawrey-Cookson, Independent Group
G Simpkins, Liberal Democrat Group
L Sharp, Labour Group
D Smith, Liberal Democrat Group
V Taylor, Liberal Democrat Group
J G Thompson, Conservative Group
A Todd, Conservative Group
M Tonkin, Independent Group
D Wicks, Conservative Group

Please Note:

- 1. Section 78 of the Coronavirus Act 2020 and the Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panel Meetings)(England and Wales) Regulations 2020 mean that this meeting of Eden District Council is classed as a virtual meeting.**
- 2. Under the Openness of Local Government Bodies Regulations 2014 this meeting has been advertised as a public meeting (unless stated otherwise)**

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Report No: F16/20

**Eden District Council
Accounts and Governance**

17 June 2020

Council

25 June 2020

Budget Planning Committee Terms of Reference

Report from:	Interim Director of Corporate Services
Wards:	All Wards
Open Public Item	

1 Purpose

- 1.1 To submit the Budget Planning Committee Terms of Reference for approval.

2 Recommendation

Accounts and Governance Committee:

It is recommended that the Accounts and Governance Committee:

1. endorse the Budget Planning Committee Terms of Reference as attached at Appendix 1

Council

It is recommended that Council:

1. approve the Budget Planning Committee Terms of Reference as attached at Appendix 1
2. That delegated authority be given the Assistant Director Governance to make any necessary changes to the Constitution.

3 Report Details

- 3.1 The current budget scrutiny arrangements call for a review group to undertake scrutiny on an annual basis.
- 3.2 The Budget Scrutiny Review Group 2020/2021 recommended that a Budget Planning Committee be set up from May 2020 onwards, in order to have a more strategic oversight of the Budget throughout the year.
- 3.3 On the 20 February 2020 the Scrutiny Co-ordinating Board endorsed this recommendation.
- 3.4 On the 27 February 2020 Full Council resolved to accept this recommendation.
- 3.5 The Terms of Reference are attached as Appendix 1 to this report.

4 Policy Framework

- 4.1 The Council has four corporate priorities which are:

- Sustainable;
- Healthy, safe and secure;
- Connected; and
- Creative

4.2 This report meets the sustainable and healthy, safe and secure corporate priorities.

5 Consultation

5.1 The Terms of Reference have been developed in accordance with the resolution of Full Council on 27 February 2020.

No further consultation has taken place.

6 Implications

6.1 Financial and Resources

6.1.1 Any decision to reduce or increase resources or alternatively increase income must be made within the context of the Council's stated priorities, as set out in its Council Plan 2019-2023 as agreed at Council on 7 November 2019.

6.1.2 There will be some costs involved in administering this committee, however those costs will be met through existing budgets.

6.2 Legal

6.2.1 There are no legal implications arising from this report.

6.3 Human Resources

6.3.1 Additional resource will be required to service the meetings of the Committee, this can be met within existing budgets.

6.4 Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	None arising from this report.
Health, Social Environmental and Economic Impact	None arising from this report.
Crime and Disorder	None arising from this report.
Children and Safeguarding	None arising from this report.

6.5 Risk Management

Risk	Consequence	Controls Required
Reputational risk to Council – scrutiny of the Council's budget is a vital part of transparent governance.	Inadequate Terms of Reference could undermine public confidence in the effectiveness of the Council	Approval by the Accounts and Governance Committee and Full Council

7 Other Options Considered

7.1 No other options were considered.

8 Reasons for the Decision/Recommendation

8.1 The Terms of Reference provide a framework for the Budget Planning Committee which will enable strategic oversight of the Council's Budget.

Background Papers: Report G10/20 Budget Scrutiny Review 2020/21

Appendices: Appendix 1 – Budget Planning Committee Terms of Reference

Contact Officer: Paul Sutton, Interim Director of Corporate Services

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Budget Planning Committee – Terms of Reference

9 Members

The Budget Planning Committee will consist of nine Members, and will have responsibility for overseeing the Council's budget and treasury management functions throughout the year. This will include the responsibility for scrutinising the Council's Budget and Budget preparation process. This Committee will meet at least quarterly.

Terms of Reference

The Budget Planning Committee is a committee of Council and will make recommendations to the Executive as appropriate within its terms of reference.

The Committee will:

- Provide strategic overview of all matters that could significantly impact upon the finances of the authority;
- Oversee the implementation of any financial reform that will significantly affect the Council;
- Consider the impact of business and housing growth in the district and estimate the financial impact of such growth;
- Be responsible for supporting and scrutinising the budget setting strategy and process for:
 - o the general fund;
 - o capital programme;
 - o assets;
 - o treasury management;
 - o reserves;
 - o investments;
 - o recommending the Committee's preferred option, for formal consideration by Executive, in light of the Council's stated priorities.
- Consider quarterly revenue and capital budget monitoring reports;
- Consider the medium term planning horizon, including the Council's medium term financial strategy and plan;
- Consider how the Council responds to changes in the way the council is funded, value for money and other legislative initiatives and reforms;
- Innovate and challenge the way the Council manages its budget and financial affairs,

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Report No: G20/20

**Eden District Council
Council**

25 June 2020

Establishment of Working Groups

Portfolio:	Leader
Report from:	Assistant Director Governance
Wards:	All Wards
OPEN PUBLIC ITEM	

1 Purpose

- 1.1 To seek approval from Council to establish the following three Working Groups to support the development of three of the Council's Corporate Priority areas;
- i) Zero Carbon Eden Members Working Group;
 - ii) Planning Policy Working Group; and
 - iii) One Eden Working Group
- and approval of the Terms of Reference attached at Appendix 1.

2 Recommendation

It is recommended that Council:

- 1) approve the formation of the three working groups; and
- 2) approve the Terms of Reference at Appendix 1.

3 Report Details

- 3.1 The Corporate Plan for 2019-2023 was approved by Council on the 7 November 2019 that set out the priorities and strategic direction of the Council over this period.
- 3.2 Performance reports are submitted to the Council's Scrutiny Committee and Executive on a quarterly basis.
- 3.3 The Administration wish to convene working groups to ensure that there is effective member involvement in the development of the three priority areas.
- 3.4 Each group will concentrate on their particular priority and their remit will be:
- Carbon Neutral Work Group**
- To support, advise and monitor work undertaken for the Council's sustainable priority specifically in relation to zero carbon and biodiversity.

Planning Policy Working Group

To assist with the development of the Council's Planning Policy Framework with the primary focus being the Local Plan but also including other future Development Plan Documents.

One Eden Working Group

To support and assist with the development and implementation of the Council's One Eden Transformation project.

- 3.4 The Groups will not be decision making groups but will act in an advisory capacity but will report back to Executive if their recommendations impact upon formal decisions.
- 3.5 The Terms of Reference are attached as Appendix 1 to this report.
- 3.6 The specific Terms of Reference for each group will be discussed and agreed at their first meetings.

4 Policy Framework

- 4.1 The Council has four corporate priorities which are:

- Sustainable;
- Healthy, safe and secure;
- Connected; and
- Creative

- 4.2 This report meets the corporate priorities.

5 Consultation

- 5.1 The Executive has been consulted on the proposals contained in this report.

6 Implications

6.1 Financial and Resources

- 6.1.1 Any decision to reduce or increase resources or alternatively increase income must be made within the context of the Council's stated priorities, as set out in its Council Plan 2019-2023 as agreed at Council on 7 November 2019.
- 6.1.2 There will be some costs involved in administering the working groups, however these costs will be met through existing budgets.

6.2 Legal

- 6.2.1 There are no legal implications arising from this proposal.

6.3 Human Resources

- 6.3.1 Additional resource will be required to service the meetings of the working group, this can be met within existing resources.

6.4 Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	None arising from this report.

Consideration:	Details of any implications and proposed measures to address:
Health, Social Environmental and Economic Impact	None arising from this report.
Crime and Disorder	None arising from this report.
Children and Safeguarding	None arising from this report.

6.5 Risk Management

Risk	Consequence	Controls Required
Reputational risk to Council – the working groups could be seen as decision making bodies.	Inadequate Terms of Reference could undermine public confidence in the decision making process.	Approval of Terms of Reference by Full Council.
Reputational risk to Council – the working groups could be seen as consultation.	In adequate Member/Public consultation could undermine public confidence in the decision making process.	Lawful and appropriate consultation to be undertaken where appropriate.
Operational risk to Council – the working groups could engage in operational decision making.	Inadequate Terms of Reference could enable Members to make operational decisions.	Approval of Terms of Reference by Full Council.

7 Other Options Considered

- 7.1 The Executive could continue to direct work streams without wider Member involvement.

Informal working groups could be convened on an ad-hoc basis.

8 Reasons for the Decision/Recommendation

- 8.1 The Terms of Reference provide a framework for the working groups which will enable strategic oversight of three priority work streams.

Background Papers: None

Appendices: Appendix 1 – Terms of Reference

Contact Officer: Lisa Tremble, Assistant Director Governance

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Eden District Council Working Groups –

Terms of Reference

9 Members

Each working group will consist of up to nine Members, representative of the political balance of the Council wherever possible. Each group will support development of the Council's priority work streams;

- One Eden Transformation
- Carbon Neutral
- Local Plan

Each group will have authority to call on expertise from relevant Council Officers and external stakeholder where specialist input is required.

Terms of Reference

The working groups are informal committees of Council and will make representations and recommendations to the Executive .

The working groups are advisory in nature and do not have delegated decision making powers.

The working groups will:

- Provide strategic overview of all matters that could significantly impact upon the relevant work stream;
- Be responsible for supporting and implementing strategy and process for each work stream;
- Consider the impact of each work stream for residents of Eden;
- Consider the ways in which the Council can engage with external stakeholders to achieve strategic objectives;
- Consider how the Council can access external funding to achieve the strategic objectives;
- Consider legislative initiatives and reforms relevant to the work stream; and
- Provide innovative suggestions for the ways in which work stream can be developed.

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Report No: PP18/20

Eden District Council

**Executive
16 June 2020**

**Extraordinary Council
25 June 2020**

Extension to Leisure Contract

Portfolio:	Communities Portfolio
Report from:	Assistant Director Commissioning and Technical Services
Wards:	All Wards
OPEN PUBLIC ITEM EXCEPT FOR APPENDIX A which is exempt under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	

1 Purpose

- 1.1 To consider extending the current contract with Greenwich Leisure Limited for the next 5 years as permitted under the current contract.

2 Recommendation

It is recommended that the current leisure contract is extended by 5 years.

3 Report Details

Background

- 3.1 In 2012 the Council commenced a new Leisure Management Contract covering the operation of the Penrith Leisure Centre, Appleby Pool and under the new contract the Pavilion located on the Frenchfield Grass pitch facility on the outskirts of Penrith. The grounds function also includes the maintenance of four other grass pitches.
- 3.2 The facilities briefly comprise of:
- Appleby Swimming Pool - 25m x 8.5m 4 lane Main Pool, 8.5m x 4.0m Teaching Pool Gym and associated changing rooms.
 - Penrith Leisure Centre -25m x 10.5m 5 lane Main Pool 13m x 8m Teaching Pool, village changing and group change to support the Pools. A dedicated and highly regarded indoor climbing wall that offers a variety of climbing problems. Multi station Gym with Life Equipment opened in 2005 (equipment will be replaced either before or at the commencement of the new contract). Open plan foyer / atrium with catering outlet and seating area. 6 badminton court size Sports Hall with retractable seating for 614. Dedicated 6 Rink indoor Bowls Hall. Regional Hockey Standard artificial turf pitch. 3 Multi-function activity rooms.
 - Frenchfield Sports Centre Pavilion - The pavilion is sited within a 30 acre site on the outskirts of Penrith, the pavilion provides ten changing rooms, 2 referees changing rooms, ground floor meeting room, kitchen, and open

plan first floor room. Externally there are a series of storage units used by local football clubs.

- The Penrith Leisure Centre is a nominated Civil Emergency Reception Centre and can be used to support the Council's responsibilities with regard to provision in the event of a Major Emergency.
- Within the Contract the day to day maintenance of the Penrith & Appleby Pool, including internal and external decoration is the responsibility of the Leisure Contractor. The structure of the building and major items of plant such as boilers, heat exchangers remain the responsibility of the Council on the basis that the Contractor maintains them to an appropriate standard / or under third party contract. Also included in the contract is sports Pitch grounds maintenance.

- 3.3 The Contract was initially let for a period of 10 years, expiring 31 March 2022, with an option to extend the initial term for the extension period of 5 years by giving written notice to the Contractor before the extension date, which is before the end of June 2020.

Service Review

- 3.4 In October 2019 FMG Consulting (FMG) were appointed following a competitive tendering exercise to advise on the most appropriate management arrangements for the delivery of the Councils Leisure Services from 1 April 2022.

- 3.5 Key drivers for this review included:

- Reducing the net cost of the services
- Increasing commerciality
- Improving the service
- Having greater engagement with partners and communities
- Consideration of co-location of services

- 3.6 The methodology in undertaking the review was around the following areas.

- a review of local, regional and national market context information of relevance to service delivery to identify strategic priorities that may influence the developing options and funding
- a review of the current operators' performance for each facility utilising The consultants experience and performance database
- a review of the current operators' performance for each facility
- a review of the commercial arrangements of the current services specification and leisure contract against market positions
- identification of improvements to revenue and service quality
- an analysis and evaluation of the available management options in the industry applied to the situation in Eden utilising the results of the above work

- a social and economic assessment of the impact the service is having on the local area
 - recommendation of the most appropriate delivery option for Eden from 1st April 2022 onwards including a delivery plan for implementation
- 3.7 A summary and conclusions from this review is contained at Appendix A. This Appendix is Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
- 3.8 This report focusses on the management option for delivery of the service for the next 5 years.

Management Options

- 3.9 The current contract is outsourced to Greenwich Leisure Limited (GLL), an existing Non Profit Distributing Organisation (NPDO), which is a charitable vehicle. GLL provides the Council with a partner that has the scale, technical expertise, regional presence and economies of scale required to deliver the services on behalf of the Council. This arrangement is managed through a specification and long-term partnership agreement. GLL is able to benefit from tax and rate relief due to it having a charitable element to their organisation.
- 3.10 Most of the established leisure management operators now offer a charitable NPDO or a 'Hybrid' NPDO management model. The charitable NPDO can access full tax and VAT reliefs but the Hybrid model can only access discretionary NNDR benefits but is not a charitable company or provident society and not recognised by the Charity Commission.
- 3.11 As part of the service review the following management options were considered:

Management option	Sub-option
Outsourcing	Private company (hybrid trust) for example Parkwood, Places for People, SLM and Serco etc. Existing charitable company (NPDO) for example GLL, Fusion etc.
In-house Management	All or part of the facilities and services returned to Council direct management
New Company	Local authority Controlled company (LACC) Joint Venture Company (JV)
New NPDO	Non Profit Distributing Organisation (NPDO) Co-operative and charitable incorporated organisation (CIO)
Asset Transfer	Community Asset transfer Long-term lease with restrictions

Management option	Sub-option
	Long term lease without restrictions
Asset disposal	The sale of the assets or facilities to a third party for a capital receipt with the possibility of restricting use to sports and leisure

- 3.12 A comparison of all the options listed in terms of advantages and disadvantages against a set of key features can be found in Appendix B. The table show very few positives from community asset transfer, long lease or asset disposal. Taking the service back in house is shown to have a number of disadvantages when compared to outsourcing.
- 3.13 For each of the options considered the key differentiators were VAT savings, NNDR savings, and operational adjustments and spend to save investments. Further information in relation to these can be found in appendix A and a summary is given below:

	In house	Outsource	New NPDO	LATC
VAT Savings	X (Red)	√ (Green)	√ (Green)	√ (Green)
NNDR Savings	X (Red)	Mandatory or Discretionary (Amber)	√ (Green)	Possible Discretionary only (Red)
Operating Adjustments	Limited swimming savings (Amber)	√ (Green)	√ (Green)	√ (Green)
Spend to Save Investments	√ (Green)	√ (Green)	√ (Green)	√ (Green)

Risk

- 3.14 In considering all of the management options it is important to consider the risks associated with them. These risks include:
- Operating risk
 - Third party income risk
 - Equipment obsolescence risk, and
 - Building and plant risk
- 3.15 Each management option has different levels of risk and associated potential cost to both the Council and the operator.
- 3.16 Operating risk is the level of risk associates with the operation of the sports and recreational facility. The failure to use resources efficiently, managing price sensitivity and programming requirements for users, marketing and

branding and also price changes for services (e.g. utilities) are likely to lead to additional costs on the business.

- 3.17 Equipment obsolescence is the risk associated with the replacement of equipment which may occur at a time earlier than planned and lead to increased cost. In addition the failure to maintain equipment can also lead to poor performance of the facility and result in loss of customers.
- 3.18 Balancing where risk of building and plant sits is important, under most management contract the maintenance and responsibility for structure of the building sits with the Council and all other day to day maintenance and repairs site with the operator of the facility.
- 3.19 For in-house delivery or any company set up by the Council the risks would be higher with the Council taking on most or all responsibility.

Conclusion

- 3.20 The Consultants conclusions were that on balance, when assessing the different options the most favourable option is outsourcing followed by a new LATC marginally behind, with the new NPDO (Property / Grant) in third and the asset transfer last. A key issue to consider from this evaluation is the affordability of the options. The most well-balanced option from the evaluation process and affordability is the Outsourcing Option which is similar to the arrangement the Council has now.
- 3.21 The current contract contains, as stated previously, an option to extend for 5 further years and this option provides the best value for money.
- 3.22 GLL manages over 270 leisure centres in partnership with more than 50 local councils and sporting bodies. This provides a wide range of technical expertise, experience, regional presence and support to the delivery of the leisure services in Eden.

4 Policy Framework

- 4.1 The Council has four corporate priorities which are:
 - Sustainable;
 - Healthy, safe and secure;
 - Connected; and
 - Creative
- 4.2 This report meets our healthy, safe and secure corporate priority.

5 Consultation

- 5.1 Information in relation to the recommendation from the consultant has been shared with the Housing and Communities Scrutiny and the Communities Portfolio Holder.

6 Implications

6.1 Financial and Resources

- 6.1.1 Any decision to reduce or increase resources or alternatively increase income must be made within the context of the Council's stated priorities, as set out in its Council Plan 2019-2023 as agreed at Council on 7 November 2019.

6.1.2 The summary of the impact under each management option per annum is shown below:

	In house	Outsourcing	New NPDO	LATC	Contract extension
Management fee	£706,680	£288,440	£488,440	£474,249	£135,328

6.1.3 This table shows that for the Council the most financially beneficial option is to extend the current contract. Further details can be found in Appendix A.

6.1.4 It should be noted that the business is currently trading at a loss and some operational adjustments and spend to save investments have been identified by the Consultants. These include a reduction to the number of bowls lanes, an extension to the gym and provision of a new studio. These would be considered at a later date working with the leisure provider to look at ongoing costs and possible savings.

6.2 Legal

6.2.1 In accordance with the Contract clause 1.2 commencement and duration, the Contract period commenced on 1 April 2012 and continues in full force until the expiry date unless terminated earlier. In addition the Authority shall (at its sole discretion) have the option to extend the Initial Term for the Extension Period by giving written notice to the Contractor no later than the Extension Date. Unless otherwise agreed by the parties in writing, the Annual sum applicable during the extension period shall be on the same terms as during the initial term.

6.2.2 The extension date is the date falling twenty-one (21) months prior to the expiry of the initial term.

6.3 Human Resources

6.3.1 There are no Human Resources implications arising out of the proposal.

6.4 Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	There are no equality implications resulting from this proposal
Health, Social Environmental and Economic Impact	There are no Health, Social Environmental and Economic Impacts as this proposal continues the delivery of the services
Crime and Disorder	There are no crime and disorder implication from this proposal
Children and Safeguarding	There are no issue around children and safeguarding resulting from this proposal

6.5 Risk Management

Risk	Consequence	Controls Required
Decision on delivery of service from 2022 is not made in good time	Non delivery of the leisure service	Approval by Council prior to the June deadline
Increase cost to the Council	All of the options with the exception of extending the contract will see increased in the management fee paid by the Council	To extend the current contract on the existing terms
That the current provider is not able to continue the contract on the same terms	The contractor withdraws from the contract	Set up a working group to priorities the operational adjustments and spend to save options highlighted by the consultant Work with provider to minimise costs

7 Other Options Considered

- 7.1 A number of alternative delivery models were reviewed as stated in Management option section of this report.

8 Reasons for the Decision/Recommendation

The extension to the contract is the most financially beneficial option for the Council. On balancing the financial and non-financial factors the Consultant view was that outsourcing, as the current position, was the most advantageous.

Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	
Monitoring Officer (or Deputy)	
Relevant Director	

Background Papers: None

Appendices: Appendix A – Leisure Services Review Summary and conclusions.

Appendix B – Comparison of Management Options

Contact Officer: Jane Langston, Assistant Director Commissioning and Technical Services

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Appendix B – Table taken from Sports England Leisure option guidance showing the Comparison of Leisure Management Options – Headline Advantages and Disadvantages

Key Feature	In-House	Outsourced	New NPDO	LACC	JV	CAT	Long-Lease	Asset Disposal
Retention of strategic control	●	●	●	●	●	●	●	●
Retention of operational control	●	●	●	●	●	●	●	●
Protection of staff – Roles & T&Cs	●	●	●	●	●	●	●	●
Operational risk transfer	●	●	●	●	●	●	●	●
Asset risk transfer	●	●	●	●	●	●	●	●
Potential for revenue savings	●	●	●	●	●	●	●	●
Access to capital funding	●	●	●	●	●	●	●	●
Access to external funding	●	●	●	●	●	●	●	●
Access to economies of scale	●	●	●	●	●	●	●	●
Set-up costs and lead-in time	●	●	●	●	●	●	●	●
Potential to generate capital receipt	●	●	●	●	●	●	●	●
Retention of publically accessible facilities	●	●	●	●	●	●	●	●
Potential to deliver strategic outcomes	●	●	●	●	●	●	●	●
Potential for community & staff involvement	●	●	●	●	●	●	●	●
Potential to increase participation	●	●	●	●	●	●	●	●
Potential for enhancement to service	●	●	●	●	●	●	●	●
Protection from future LA budget cuts	●	●	●	●	●	●	●	●

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