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8 October 2014

To: All Councillors

As a Member or Substitute of the **Community Committee**, please treat this as your summons to attend the meeting on **Thursday 16 October 2014 at 6.00pm in the Council Chamber, Town Hall, Matlock.**

Yours sincerely

A handwritten signature in black ink, appearing to be "Sandra Lamb". The signature is fluid and cursive, with a large loop at the end.

Sandra Lamb  
Head of Corporate Services

## **AGENDA**

### **1. APOLOGIES/SUBSTITUTES**

Please advise Democratic Services on 01629 761133 or e-mail [committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk) of any apologies for absence and substitute arrangements.

### **2. PUBLIC PARTICIPATION**

To enable members of the public to ask questions, express views or present petitions, **IF NOTICE HAS BEEN GIVEN**, (by telephone, in writing or by electronic mail) **BY NO LATER THAN 12 NOON OF THE WORKING DAY PRECEDING THE MEETING.**

### **3. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

10 July 2014

### **4. INTERESTS**

Members are required to declare the existence and nature of any interests they may have in subsequent agenda items in accordance with the District Council's Code of Conduct. Those interests are matters that relate to money or that which can be valued in money, affecting the Member her/his partner, extended family and close friends.

Interests that become apparent at a later stage in the proceedings may be declared at that time.

## 5. QUESTIONS PURSUANT TO RULE OF PROCEDURE NUMBER 15

To answer questions from Members who have given the appropriate notice.

**Page No.**

## 6. LEISURE REVIEW – UPDATE ON STAGE TWO

**3 - 10**

To note the progress of the Leisure Services Review and to consider approval of the appointment of consultants to carry out an options appraisal to determine the most appropriate model for management of Leisure Services in the future.

## 7. HOUSING SERVICES REVIEW

**11 - 14**

To approve the proposed approach to the Service Review of the Community Housing Team, including the scope of the review and the methodology that to be followed in bringing the review to a conclusion.

## 8. ASHBOURNE LEISURE CENTRE – UPDATE

**15 - 17**

To consider the progress made so far of the repair and improvement programme at Ashbourne Leisure Centre and to note the timescales and programmed work involved.

Members of the Committee - Councillors Mrs Jacque Bevan, Jennifer Bower (Chairman) Richard Bright, Mrs Sue Burfoot, David Burton, Tom Donnelly, Tony Millward, Mike Ratcliffe, Lewis Rose, OBE, Andrew Statham, Geoff Stevens, MBE, Jacquie Stevens, Colin Swindell, Jacquie Stevens, Philippa Tilbrook, Judith Twigg and Jo Wild (Vice Chairman)

Substitutes - Councillors Steve Bull, Bob Cartwright, Albert Catt, Ann Elliott, David Fearn, Richard FitzHerbert, Steve Flitter, Chris Furness, Neil Horton, Cate Hunt, Mike Longden, Jean Monks, Garry Purdy, Peter Slack, Barrie Tipping, and Carol Walker.

COMMUNITY COMMITTEE  
16<sup>th</sup> OCTOBER 2014

Report of the Corporate Director

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## **LEISURE REVIEW - UPDATE ON STAGE TWO**

### **SUMMARY**

This report outlines progress with the Leisure Services Review and in particular considers the need for an external consultant to assist in carrying out an appraisal of the options for the future management of the service.

### **RECOMMENDATION**

1. That members note the progress made so far and, the continuing work on the Leisure Services Review.
2. That Committee agree to the appointment of external consultants to carry out an options appraisal to assist in determining the most appropriate model for managing the Leisure Service in the future, to be funded from the invest to save reserve.
3. That a further report is brought for the consideration of a future Committee, when the options appraisal has been completed.

### **WARDS AFFECTED**

All Wards

### **STRATEGIC LINK**

Leisure Services support the District Council's Corporate Aim to promote quality of life and also makes a significant contribution to the safety and health of the community Derbyshire Dales. The review has reflected on the District Council's priorities whilst also seeking to ensure that we deliver value for money and work effectively with partners.

## **1 BACKGROUND**

- 1.1 The Community Committee previously received a report on the 16<sup>th</sup> January 2014 which set out the review process and the methodology for carrying out a review of the Leisure Service. The report reflected upon the substantial contribution that Leisure has made across the District and the Peer Review which noted that the level of subsidy provided by the Council, whilst reducing, was still considered to be high.
- 1.2 As with all Service Reviews, the scope of the Leisure review must consider three questions:
  - Does the service need to be provided at all?
  - Does the service need to be provided by the District Council or could it be provided by someone else, and

- What level of service is needed?

- 1.3 The Leisure Review Team comprises officers from across the District Council and has undertaken a wide range of meetings with staff from Leisure Centres, Sports Development, elected members and external agencies such as Sport England, Derbyshire Sport and representatives from Hathersage Swimming Pool. During the review process a number of issues and initiatives have been identified which will provide the opportunity to achieve savings, protect and enhance income and/or achieve more efficient working arrangements.
- 1.4 An initial report from the Leisure Review team was considered by the Environment Committee on 27 February 2014 when various changes to the fees and charges for Leisure activities were agreed. Those proposals were implemented with effect from 1 April 2014 and although there was initially some minor customer resistance the situation has now settled and the new charges structure is operating well.
- 1.5 A second report on the outcomes of the first stage of the review was considered on by the Community Committee on 10 July 2014. This identified a number of opportunities to improve the service whilst delivering cost savings. In total savings amounting to £111,500 were identified and an action plan to achieve these by implementing the measures before 31 March 2015 has been put into place.
- 1.6 The longer term objective of the review is more strategic in nature and will concentrate on identifying the most appropriate management arrangements going forward. Unlike many other District and Borough Councils the Leisure Service in Derbyshire Dales District Council has always been managed in-house.
- 1.7 The second stage of the Leisure Review will therefore concentrate on the extent of the service to be provided and whether in the future it should continue to be managed in-house. A different management arrangement for example through a Charitable Trust, a private contractor or a combination of both might provide an opportunity to reduce spending whilst delivering the same or an improved level of service.
- 1.8 Work on this second stage of the review has already started and numerous visits and discussions have taken place with other Local Authorities to help identify whether alternative models for delivering the Leisure Service would be appropriate.

## 2 REPORT

- 2.1 The review team have therefore visited a number of other facilities which had been suggested as being of particular note as follows:

Mid Suffolk and Babergh	As both were involved in the Peer Challenge carried out last year
North East Derbyshire	Currently their Leisure Service is managed in house but they have recently made significant reductions to their deficit
Mansfield Leisure Trust	A hybrid trust, i.e. a charitable trust set up by the Council but operated by Serco Ltd
Cannock Chase District Council	Recently outsourced their service and contract won by Wigan Leisure Trust
South Kesteven	Suggested by Sport England

West Lyndsey District Council	Suggested by Sport England
Nottingham	Suggested by Derbyshire Sport - recent options appraisal and service retained in-house
Craven District	Invited by the elected member peer following his involvement in the Peer Challenge last year
Ryedale	A similar District Council who have recently tendered their service

- 2.2 The sites chosen took account of many views including those of Sport England and Derbyshire Sport and also provided a good cross section of the different management arrangements available.

#### Conclusions from the visits

- 2.3 The visits have been extremely useful in helping to understand those issues which contribute towards the delivery of an efficient and effective service. The main conclusion drawn by the review team is that the specific management arrangement in place (whether delivered by a private contractor, a trust or local authority) is not the defining factor in whether a quality product is delivered at an affordable price. Good (and sometimes not so good) practice was observed in all of the differing management arrangements.
- 2.4 The most important thing is that a service needs to have a clear focus, be efficiently managed, be responsive and customer orientated. In many cases costs have been reduced by investing in measures such as new equipment and facilities (e.g. gym equipment and fitness studio space) that are designed to increase and participation and thereby maximise income.
- 2.5 The review team has seen examples of where different operating models provide excellent services and facilities, and instances where genuine savings have been made even though there has in some cases been greater capital and revenue investment than previously was the case.
- 2.6 Many differences in culture between the sites were seen. In some of the Trusts and privately operated facilities, it was said that decision making was faster than before and that the whole organisation is focussed on the “end user”. A “sales culture” is evident at some sites where performance related staff reward systems are in place. Resources are often more easily available to allow service developments and to offer new and up to date activities much more quickly, thereby capitalising on increased income.
- 2.7 Some sites are excellent at marketing their services and use sophisticated market segmentation tools to target specific elements of their communities. Brand is crucially important and some of the non-local authority sites are able to portray a far more contemporary identity rather than more “traditional local authority” services. A more commercial approach was common on many of the visits.
- 2.8 Protecting memberships is often seen as being paramount and particular efforts are paid to encourage customers to enjoy their experience so as to retain as many customers as possible. Some Trusts and local authorities used software as part of their gym equipment that helped to better manage the retention of customers. Some sites used membership attrition rates as a key performance indicator.
- 2.9 The customer service given by staff was genuinely better at some sites than at

others. The cleanliness of facilities, the appearance and helpfulness of staff varied from site to site with one Trust being poor whilst another was excellent. In one Trust it was stated that a full asset replacement programme had been put into place so the Centre was much better maintained than previously was the case and a cyclical programme for equipment replacement was now in place.

- 2.10 Many sites offer more in terms of investment for staff development than is traditionally the case with local authority services. There is often less bureaucracy and transferred staff seem very content with their new management arrangements. Members of staff in one facility said they had received far more training and training for more “on trend” activities since they had moved to a trust than ever they did whilst the service was managed by the Council.
- 2.11 Many sites had some form of performance related pay and procedures for dealing with underperformance were common. The terms and conditions of staff transferring from local authority to private contractor or trust are protected under the TUPE Regulations and one private contractor spoke of dealing with issues both under their own company’s procedures for new staff and the previous Council’s procedures for those staff that had transferred from the local authority.
- 2.12 The visits were not quite so useful in teasing out the extent of efficiencies or potential savings that may be achieved. Councils were quite often reluctant to share their financial information and when they did, differences in accounting practices made it extremely difficult to ensure a like for like comparison. In addition no two services are identical and so trying to estimate the extent of savings from one authority to another is extremely difficult. One estimate from a respected Leisure Consultant is that savings by tendering the service could be in the order of 15-20% of revenue spend, in addition to savings on Non Domestic Rates and VAT if the service was to run by a Charitable Trust.
- 2.13 The visits were also helpful in identifying some of the issues that would be important for a future procurement if it was decided to manage the service in a different way. For example, the need to consider its effect on back office/central establishment functions such as the finance section, HR, payroll and estates as well as the effect on existing contracts for example for the revenues and benefits service operated by Avarto.
- 2.14 Advice was also gained about the timescales for carrying out a procurement exercise which from the start of the process is likely to take around 18 months to complete. Another common piece of advice was not to underestimate the likely legal costs which could easily be in the region of £150,000.
- 2.15 One Council had managed their procurement so that the majority of risks in the service were passed to their incoming partner. This included full repair and maintenance costs for their facilities, all energy and utility costs and responsibility for all future pension liabilities for transferred staff remaining in the local government pension scheme.
- 2.16 In addition, it is possible that core requirements can be written into a contract to protect certain key elements of a service. For example, some had specified that fees and charges should only be raised by inflation each year, whereas others had left it for the market to decide. Generally speaking the more risk or restrictions that are placed upon a contractor the higher the management fee and less potential savings likely to be achieved overall.

### 3 THE WAY FORWARD

- 3.1 Identifying the best way forward is complex as there is no one particular solution that is likely to work best for every authority. The visits carried out by the review team have shown that any one of the different models can work well but problems can still arise irrespective of how the service is managed.
- 3.2 Each of the different management options will allow differing levels of control to be exerted by the District Council and members will at some stage need to decide on the level of control they wish to retain. Also less clear, is the extent of any annual revenue savings that might be achieved by implementing any particular model of management.
- 3.3 Many local authorities have gone down the route of appointing external consultants to carry out a formal options appraisal process. This would allow expertise of current market conditions to be considered as well as more robust benchmarking between the various options in order to assess the potential for future growth and thereby a reduced subsidy.
- 3.4 It must be stressed that no decisions about future management arrangements have been taken at this time. All of the options remain available and the final decision will not be taken until further information has been gathered and the implications of each option is fully understood.

#### Key Issues for an Options Appraisal

- 3.5 Some of key issues that an externally commissioned options appraisal might consider are:
  - Reviewing the existing service delivery and performance within Sport and leisure management including the Sports Development Service
  - Identifying existing models of service delivery in the public sector, and assessing their advantages and disadvantages
  - Identifying the business viability which alternative delivery models may offer
  - Whether it would be better to adopt a universal approach towards delivery or if a mixed economy with some Centres being managed separately, for example by a local community would be beneficial.
- 3.6 It would be useful for the appraisal to include
  - A financial appraisal and operational analysis of current Derbyshire Dales District Council Leisure service
  - Consultation with key internal stakeholders
  - A review of existing service delivery and performance
  - Identification and assessment of available options for service delivery in the public sector
  - Identification of capital and revenue implications
  - Consideration of the key issues and risks to back office services e.g. property, financial, legal, human resources and business support functions
  - An assessment of the most appropriate option for Derbyshire Dales District Council
- 3.7 In order to provide a consistent framework to enable the different management options to be evaluated, the following questions and areas of investigation as

relevant to the situation in Derbyshire Dales should be explored.

### **Service quality / levels**

- How good will the service be under each option taking into account things such as quality standards?
- Results of internal consultation?
- Health and safety?
- Any relevant equality issues between the different options?

### **Provision of opportunity / influence and control**

- What is the impact / consequence of each option in terms of the extent and degree to which the Council can impact on, and make changes to policy and day to day service delivery?

### **Revenue Implications**

- Which option has the potential to operate the service with the lowest subsidy and over what time period?
- Are tax-based savings (NNDR and VAT) available, significant and sustainable
- What will be the transitional costs for each of the options?

### **Investment Capital**

- What is the ability of each option assessed to deliver the level of capital necessary for any improvements and how important might this be over the life of any contract?

### **Risk / Sustainability**

- Are there risks with the assessed options relating to medium and long-term service delivery e.g. lack of investment, lack of innovation?
- Are there “hidden” or additional costs in setting up certain options?
- Future demand risk
- How will each option contribute towards maintaining physical assets?

### **Staffing and Personnel**

- How will each option affect staff - not just staff delivering the service but central staffing?
- Economies of scale / central support services?
- TUPE, workforce guidelines etc?
- What will be the residual impact on each of the options for staff employed in the service area?
- What will be the residual impact on each of the options for staff employed by the Council in the support roles?

## **Legal Issues**

- Are there any particular legal issues associated with each option?

## **Timescale & procurement**

- Are there are timescale implications of pursuing some options as opposed to others?
- What are the potential additional costs if external assistance is required?

## **Property Issues**

- How will the ownership of the facilities be affected by the option chosen
- Are there any issues in transferring any leases/licenses?
- Future investment and risk of transfer?
- Are there insurance implications depending upon how responsibilities for maintenance might be arranged.

## **Deliverability of recommended options**

- How far can the current subsidy level be reduced?
  - Is there a baseline subsidy requirement for each option?
  - Would potential future providers perceive costs as being high? (i.e. attractiveness in the current market place)
- 3.8 The final options appraisal document would assess the financial implications and feasibility of the alternative management options currently available, in order to determine the most effective choice for Derbyshire Dales in line with the District Council's local priorities and local needs.
- 3.9 One of the conclusions from last year's Peer Challenge was that a thorough review of leisure to obtain the full extent of available efficiencies was essential. They also questioned whether the District Council had the resource and skills capacity to deliver the more significant service reviews in-house, (quoting leisure as an example) or whether these might need to be commissioned externally.
- 3.10 There is currently insufficient capacity and expertise within the District Council for the appraisal of options to be carried out in house and so a good way forward would be for this to be commissioned from an external consultant. Without external help the options appraisal of Leisure Services Review would be less robust and lack the rigour commensurate with such a high spending service.
- 3.11 The Chief Executive and Head of Resources have delegated authority to jointly approve funding from the invest to save reserve, up to £25,000 for an individual scheme. Although there is a limited pool of specialist consultants capable of carrying out such work, the research has already identified a number of suitable candidates from whom competitive prices will be obtained. The work is likely to take 6 or 9 months to complete and so a further report will be back to a future Committee during summer next year.

## **4 RISK ASSESSMENT**

### **4.1 Legal**

The appointment of an Options Appraisal Consultant will be undertaken by way of informal quotation which is consistent with contract standing orders for a contract of this value. Whilst the review is still at this formative stage there are no significant risks. The risk is therefore controlled and assessed as low.

### **4.2 Financial**

The estimated cost of an options appraisal is less than £20,000 and so the financial risk is currently low. It is proposed that the cost of the options appraisal is met from the invest to save reserve.

### **4.3 Corporate Risk**

No decisions about the future management of the service have yet been taken. The Corporate risk associated with undertaking the options appraisal is in itself low.

## **5 OTHER CONSIDERATIONS**

In preparing this report the relevance of the following factors has also been considered: prevention of crime and disorder, equality of opportunity, environmental health, climate change, legal and human rights, financial personal and property considerations.

## **6 CONTACT INFORMATION**

Robert Cogings Head of Housing  
Tel. 01629 761354  
Email [robert.cogings@derbyshiredales.gov.uk](mailto:robert.cogings@derbyshiredales.gov.uk)

Ash Watts Head of Community Development  
Tel. 01629 761367  
Email [ashley.watts@derbyshiredales.gov.uk](mailto:ashley.watts@derbyshiredales.gov.uk)

## **7 BACKGROUND PAPERS**

**None**

COMMUNITY COMMITTEE  
16<sup>TH</sup> OCTOBER 2014

Report of the Head of Housing

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## **HOUSING SERVICES REVIEW**

### **SUMMARY**

This report sets out the proposed approach to the Service Review of the Community Housing Team. It sets out the suggested scope of the review and recommends the methodology that should be followed in bringing the review to a conclusion.

### **RECOMMENDATION**

1. That the scope and methodology of the review outlined in the report be approved.

### **WARDS AFFECTED**

All Wards

### **STRATEGIC LINK**

The delivery of the housing services supports the District Council's wider corporate priorities. Enabling the development of affordable supports the District Council's priority of providing housing which meets local needs.

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## **1 BACKGROUND**

- 1.1 On 25<sup>th</sup> September 2014, the Council considered the Medium Term Financial Plan which shows that over the next five years, savings of over £1.2 million are required. At the Council meeting on 26<sup>th</sup> September 2013, the Council considered a report on 'Planning for the Future', which approved a series of service reviews, including a review of Housing Services, which would be carried out with the intention of achieving savings to contribute towards the overall savings target. The review is to be completed within 2014/15.

## **2 CONTEXT OF THE HOUSING REVIEW**

- 2.1 The District Council's Community Housing Team was established following the transfer of the Council's housing stock to Dales Housing Ltd. in 2002. Over the last 12 years the Community Housing Team in partnership with both internal and external services has generated substantial inward investment leading to the delivery of over 1,000 new affordable homes and impacting on the lives of residents through housing advice and support.
- 2.2 The District Council's longstanding commitment to affordable housing provision, tackling homelessness and working in partnership with neighbouring councils to provide services has ensured the Council has a very positive working relationship with key funding bodies such as the Homes and Communities Agency.

- 2.3 Since 2002 there have been many external changes which have tested the District Council's ability to respond to new and emerging challenges. These include a gradual reduction in overall grant to support housing development, a seemingly constant demand for new affordable homes, a reduction in the availability of revenue resources from external funding agencies to tackle local issues, economic changes brought about by the credit crunch and recession together with changes to the welfare system.
- 2.4 Working with partner agencies has been a core feature of the Community Housing Team both internally with many other services across the Council and numerous external organisations, including statutory agencies, housing associations, voluntary and community sector organisations and private developers. One of the most prominent partnerships remains Home-Options and comprises three other councils, three principle housing associations along with many others who use the system to advertise and let properties.
- 2.5 The Peer Challenge carried out last year noted the affordability issues residents face, with house price to income ratios the 2<sup>nd</sup> worst in the East Midlands and challenges that an aging population will place on public services. The Peer Challenge also reflected on the Council's success in attracting £51m of inward investment to support new affordable housing. However it also warned that it may be difficult to maintain a continuing programme of support for new affordable homes should one of the sources of funding, notably Right To Buy receipts, begin to taper off. The Peer Challenge was not aware of the likely increased S106 contributions that should arise from some of the larger market housing schemes across the district and as such this should alleviate any risk of a reduction in the number of affordable homes delivered.
- 2.6 The Peer Challenge recommended that the Council will need to *consider better financial management information and a corporate long term view* of a number areas of activity. Specifically in relation to affordable housing the Peer Challenge recommended *new working arrangements with housing associations and the Homes Communities Agency to deliver affordable housing in the longer term*. In addition a future operating model of the Council *should consider a long term strategy for affordable housing as the opportunities for council contributory funding are being reduced*.
- 2.7 The officer team for the review of the Community Housing Team consists of Rob Cogings (Team Leader), Simon Beynon, members of the Community Housing Team as required, Neil Moulden (DCVS), Paul Hambleton, Lucy Prime and Caroline Sharkey. There will also be opportunities to co-opt other external partners for meetings on specific work streams as the need arises.

### **3 SCOPE OF THE REVIEW**

- 3.1 The review will consider:
1. the range of current housing activity
  2. commissioned services and key partnerships
  3. delivering differently including being more efficient, agile working and continuing progress with channel shift
  4. alternative service delivery approaches
  5. generating capital income and protecting revenue resources

## 6. conclusions and recommendations

- 3.2 In the short term the review is intended to identify further opportunities to improve the service whilst delivering cost savings. The medium to longer term objectives of the review are to answer the questions raised by the Peer Challenge concerning capital resources and reflect on the alternative delivery options available to the District Council. The review will be completed by the end of March 2015.

## 4 REVIEW METHODOLOGY

- 4.1 The full methodology will need to be considered by the review team when it meets. It will however be important to reflect on the approach taken by other reviews and learn from their experience. Seeking the views of Members, stakeholders and staff will be a central theme of the review.

As with all service reviews, the Housing review must consider three questions: does the service need to be provided at all; does the service need to be provided by the District Council: and what level of service is needed? Following on from these questions the review will need to produce three options, all of which should produce efficiency savings. These options should be low, medium and high risk. The review should also aim to move transactions onto the District Council's website and consider agile working.

## 5 EQUALITIES IMPACT ASSESSMENT.

- 5.1 An Initial Equalities Impact Assessment (EIA) of the draft Housing Strategy has been undertaken. Copies are available from the both the Community Housing Team and the Policy and Economic Development Team. The EIA is an important component of the draft Strategy due to the positive impact in terms of the needs of people who normally struggle to secure their own accommodation, either through lack of funds or some form of vulnerability. However the Housing Strategy will need to continue to do more around making better use of information of customers concerning age, continue to enable new homes to be built to the Life Time Homes Standard provide information in different formats and make better use of the District Council's website.

## 6 RISK ASSESSMENT

### 6.1 Legal

The Local Authority has a duty to identify and update annually a supply of specific deliverable sites sufficient to provide five years of housing against their housing requirements in line with the National Planning Policy Framework. Local planning authorities should have a clear understanding of housing needs in their area including the need for affordable housing. The Community Housing Team will review the Peer Challenge recommendations to look at alternative service delivery approaches to ensure that there is an efficient long term strategy for affordable housing. The legal risk for this review is low.

### 6.2 Financial

As stated in the body of the report, in the short term the review is intended to identify further opportunities to improve the service whilst delivering cost savings. The medium to longer term objectives of the review include consideration of capital resources and reflect on the alternative delivery options available to the District Council.

At this stage it is expected that the cost of carrying out the review (mainly officer time) can be met from existing budgets. The financial risk at this stage is, therefore, considered to be low.

The financial risk of any recommendations resulting from the review will be assessed in a future report.

## **7 OTHER CONSIDERATIONS**

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

## **8 CONTACT INFORMATION**

Robert Cogings Head of Housing  
Tel. 01629 761354  
Email [robert.cogings@derbyshiredales.gov.uk](mailto:robert.cogings@derbyshiredales.gov.uk)

## **9 BACKGROUND PAPERS**

None

COMMUNITY COMMITTEE  
16<sup>TH</sup> OCTOBER 2014

Report of the Head of Community Development

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## **ASHBOURNE LEISURE CENTRE - UPDATE**

### **SUMMARY**

This purpose of the report is to outline the progress of the repair and improvement programme at Ashbourne Leisure Centre.

### **RECOMMENDATION**

1. That the progress made so far, the work required and timescales involved are noted.

### **WARDS AFFECTED**

Ashbourne North and South

### **STRATEGIC LINK**

Leisure Services support the District Council's Corporate Aim to promote quality of life and also makes a significant contribution to the safety and health of the community Derbyshire Dales.

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## **1 BACKGROUND**

- 1.1 In April 2013, the District Council was informed by Sport England that it had been successful in its application for £175,000 in external funding to help improve the changing facilities at Ashbourne Leisure Centre. This work was completed on 20 July and the new changing village was due to be opened to the general public on 5 August 2014. However, on Saturday 26 July, a fire started in a litter bin on the skate park resulted in significant damage to the Leisure Centre's plant room and smoke damage to other areas in the building, including the new changing village.
- 1.2 In March 2014, the Community Development team submitted an application to Derbyshire Sport for funding via the Aiming High Fund for £60,000 to develop the Fitness Suite at Ashbourne Leisure Centre. This was approved on 27 August, with a condition that the work must be complete by the end of December 2014. The funding will fully cover the costs for extending and refurbishing the gym, enabling the leisure centre to maximise its revenue capacity and also improve access and participation for disabled users through the Inclusive Fitness Initiative (IFI). IFI is a national programme which offers disabled people more choice and opportunities to enjoy the benefits of physical activity.

## **2 CURRENT POSITION**

- 2.1 Due to the extent of the fire, the District Council's insurance company appointed loss adjusters who recommended a significant programme of decontamination was required to the whole changing village and pool ventilation plant before the main

repair and replacement work to address the fire damage to the plant room could begin. This work combined with lead in times for the new filters and other pool plant required, and the restricted access to the plant room will delay the reopening of the pool until early in the New Year. The work includes replacement of the new ceiling in the changing village and the manual cleaning of light fittings, pipework and the air filtration system throughout the pool hall together with the replacement of the pool filters, rewiring and replacement of the rear section of the roof. Although the cleaning/decontamination works will continue for a further 4 weeks, the programme for repair remains on schedule.

- 2.2 All orders have been confirmed and Contractors notified as work on the gym at Ashbourne Leisure Centre is due to start on 13 October 2014. The District Council's Facilities and Estates department are project managing the work, which will take approximately seven weeks to complete and will require a closure of the current gym during this period. Once finished, Ashbourne Leisure Centre will not only achieve full IFI accreditation but will also become the first IFI Centre of Excellence in Derbyshire.

### **3 INTERIM OFFER**

- 3.1 During the work, a temporary gym will be assembled at the leisure centre, comprising of cardio vascular equipment and free-weights. A reduced rate of £3.00 (and £2.00 for concessions) will be introduced for this period. All gym and Fitness Freedom Direct Debit members will have the option to freeze their memberships between November and December, and a two month extension will be given to annual cash membership holders.
- 3.2 For members wishing to keep their memberships active, access to any of the District Council's fitness suites and/or the temporary gym at Ashbourne Leisure Centre will be made available. In addition, members will be entitled to free access to the fitness class programme at Ashbourne during the closure.
- 3.3 All members have been notified of the closure by letter, which highlights the options available to them. Regular updates will be posted on the District Council's website and social media pages, as well as progress updates within the Leisure Centre itself.

### **4 RISK ASSESSMENT**

#### **4.1 Legal**

Works to repair the damage at the Leisure Centre have been procured in accordance with the Contract Standing Orders. The main aim, of the work is to mitigate any risk to health and safety and to bring the centre back into use. The legal risk is therefore low.

#### **4.2 Financial**

As stated in the body of the report, the improvements to the changing facilities (£175,000) and the development of the fitness suite (£60,000) will be financed by grants from Sport England and Derbyshire Sport respectively.

The costs of repairs following the fire damage are recoverable from the Council's insurers except for £10,000 excess, which can be financed from the insurers reserve. The insurers reserve will also be used to finance the estimated loss of income (£150,000) resulting from the closure of facilities following the fire.

As explained in the report, it is expected that there will be a reduction in income during the period that the current gym is closed for redevelopment. It is hoped that this lost

income will be recouped by additional memberships when the new gym is launched, together with the re-opening of all centre facilities in January 2015.

The financial risk is assessed as medium.

## **5 OTHER CONSIDERATIONS**

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

## **6 CONTACT INFORMATION**

Ashley Watts, Head of Community Development  
Tel. 01629 761367  
Email [ashley.watts@derbyshiredales.gov.uk](mailto:ashley.watts@derbyshiredales.gov.uk)