



Subject:	Independent Review of the Leisure Operating Model
Date:	23 June 2017
Reporting Officer:	Nigel Grimshaw, Director City & Neighbourhood Services Department
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Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	At the SP&R Committee meeting of 19 May 2017, it was agreed that: <i>“A report, which provided options on how an independent review of the new operating model could be undertaken, taking into account the contractual position between BCC and GLL, be submitted to a future meeting. The Active Belfast Board would sign off on the review scope.”</i> This paper sets out the terms of reference and other details for the independent review.
2.0	Recommendations
2.1	The Committee is asked to; <ul style="list-style-type: none">Note the terms of reference and process for the independent review, as agreed by

	the Active Belfast Board at its meeting on 15 June 2017.
3.0	Main report
	<u>Key Issues</u>
3.1	Further to discussion at the previous SP&R Committee, draft terms of reference were prepared for consideration by the Active Belfast Board. In addition, legal advice has been sought in respect of the context for the review of this major services contract, which has specified review points contained within the established contract agreements.
3.2	The terms of reference cover a range of issues raised by Committee. It was also noted in the discussion, that there was an emphasis on the need for an independence from the leisure partnership. This rules out a number of usual contractors for the Council, and advice is now being sought from leisure networks, to provide a list of recommended consultants with appropriate experience and understanding of the leisure services market.
3.3	<p>The terms of reference are:</p> <ol style="list-style-type: none"> 1. Undertake an independent review of the overall performance of the leisure operating model against the Council's original objectives, the future build programme and other plans as part of the ongoing transformational programme and business transformation process, including comparative analysis with other partnerships potentially UK wide; 2. Review of the 'customer journey', including market demand, marketing, and customer expectations and feedback; 3. Assess the operational documentation and practice against industry standards and regulations, including but not limited to, normal operating procedures, emergency action plans, pool safety measures, health and safety, and RIDDOR records; 4. Review employment practices in Belfast leisure services, including treatment of casual staff, pensions, terms and conditions, TUPE legacy, training and development, access to promotions, and trade union relations; 5. Provide a commentary on the overall state of the partnership and its governance, between the three parties to the contracts.
3.4	It is planned that the appointed consultants will engage with a wide range of stakeholders, including the following: elected representatives; GLL; Council officers; Active Belfast Limited; customers, staff and trade unions in Belfast leisure services.
3.5	It is anticipated that this work will take place over July and August, to report back to the

	<p>Active Belfast Limited Board and SP&R Committee in September, taking into account that there may be some delays due to holiday arrangements.</p> <p><u>Financial & Resource Implications</u></p> <p>3.6 Up to £10,000 has been prioritised from existing revenue budgets to commission an external consultant.</p> <p><u>Equality or Good Relations Implications</u></p> <p>3.7 Consideration will be given to equality and good relations issues in this review, as per the Council's EQIA undertaken at the time.</p>
4.0	Appendices – Documents Attached
	None