

Public Health Outcomes Print Version

TAB 1: Public Health Outcomes

To make active lifestyles a reality for all, the framework's 4 areas for action will:			
* develop expertise and leadership within professionals and volunteers			
* create environments to support active lives			
under 75 yrs. mortality rate from cardiovascular diseases considered preventable			
Public Health Outcome	Public Health Objective	Leisure Contribution	
Improving the wider determinants of health	improvements against the wider factors that affect health and wellbeing and health inequalities	Commitment to increasing access to facilities and opportunities for the most disadvantaged	
Health Improvement	People are helped to live healthy lifestyles, make healthy choices and reduce health inequalities.	An increase in attendances 2%, year on year, for the first five years of the contract. An overall increase in attendances by 10% inclusive of all 5 leisure centres?*	* potential caveat dependant on leisure centre re-development and refurbishment
	The population is protected from major threats and other influences whilst reducing health inequalities.	management of facilities and planned responses to threats to health	
Healthcare & Prevention	Reduced number of people living with preventable ill health and people dying prematurely whilst reducing the gap between communities.	Development of a healthy lifestyle programme across the partnership in conjunction with Barnet Council.	
Definitions			
Physical activity: body movement that expends energy and raises the heart rate.			
Inactivity: less than 30 minutes physical activity a week			
Sedentary: time spent in low energy postures			
Everyday activity: includes walking, cycling, housework, active or manual work			
Active recreation: includes dance, yoga, active play, recreational walking or cycling			
Sport: includes swimming, rowing, cycling and organised sports.			

TAB 2: Wider Determinants

		Core				
		Secondary				
		Associated cost linked to effecting 0 subsidy position				
under 75 yrs. mortality rate from cardiovascular diseases considered preventable						
	Associated Cost	Outcome	Service Development	Service Output	Measure	Baseline (based on current provider data)
Adults with a disability who are in contact with services	Equipment costs	Improve health and wellbeing of individuals living with a disability through accessing sport and leisure opportunities.	All centres are fully inclusive, incorporating elements of equipment, staff, facility and programme design.	All staff are trained to appropriate level. A fully inclusive programme is offered as an addition to a inclusive membership.	Total number of disabled users (membership) / usage / groups. / Total number of programmed hours per week.	466 Inclusive members . / 10 hours dedicated programme time per week.
Disability - access and improvement	Accreditation scheme cost	Improve health and wellbeing of individuals living with a disability through accessing sport and leisure opportunities.	All centres are fully inclusive, incorporating elements of equipment, staff, facility and programme design.	2 centres retain registered IFI accreditation / fully inclusive programme / inclusive membership.	All 5 centres to achieve a minimum of registered IFI accreditation by 2022.	2 centres - Burnt Oak Leisure Centre & Finchley Lido Leisure Centre
Adults with a mental health condition who are in contact with services		Improve health and wellbeing of individuals living with a mental health condition through accessing sport and leisure opportunities.	All centres are inclusive, incorporating elements of equipment, staff, facility and programme design.	All staff are trained to appropriate level. / PAR-Q has additional components that establish questions related to mental health.	Total number of individuals signposted to additional services via PAR-Q route.	Not currently established. - year 1
		Consider adults living with dementia when responsible for building design, refurbishment, signage and programming.	All centres are dementia friendly, incorporating elements of equipment, staff, facility and programme design.	All staff are trained to appropriate level. / Facilities are designed to accommodate people with dementia.	Active design process. / Operator method statement	Not currently established. - Y1
Children in poverty (all dependant children u20)		Provide and support ambition of learning (linked to physical, personal, social and emotional development).	The Contractor will provide a varied programme of recreational, sporting and community activity that is accessible to all including the disadvantaged and vulnerable groups across the borough.	Accessible pricing structure for all activities inclusive of concessionary rates. Young people are given the opportunity to learn and educate themselves linked to exercise.	Total number of children in receipt of concessionary activities.	% of children living in poverty accessing leisure facilities. Data to be established.

Percentage of working days lost due to sickness absence		Improve health and wellbeing, linked to reduction in total number of sick days lost.	Ensure all those in employment (via leisure operator) are provided with comprehensive support through management structure. Those employed by external organisations are provided with information relating to physical activity	Adopted HR policies that reinforce supported avenues combating sickness, providing support./ Engage with external partners to provide workforce opportunities for corporate organisations.	Total number of sick days lost per annum by leisure staff. / Total number of workforce development indicatives offered.	Dataset not currently extracted. To be established year 1.
Social Isolation		Understand the link between loneliness and poor physical health to address issues related social isolation.	supporting people to remain connected to their communities and to develop and maintain connections to friends and family.	Programme design and development targeting older people and carers. Instigating partnerships and facilitating delivery. Implementation of Older People membership /initiative.	% of older people memberships (55+). / Total number of hours per week dedicated to 55+ programmed activity.	18.% members / 14 hours per week.
Engagement & Partnerships		Effective stakeholder and partner collaboration across the Borough's Sport and physical activity sector to achieve wider outcomes.	Contribution to the Sport and Physical Activity Strategy and a commitment to attend relevant network groups / boards	Commitment in attendance at local authority partnership boards. (e.g. FAB Partnership Board).	Attendance	FAB Partnership Board.
gap in the employment rate between those with long term health condition and overall employment rate		To encourage services to work together to support young people, particularly the most vulnerable to engage in education, training and work	Workforce is reflective of Barnet population and encourages opportunities through supported employment avenues.	Implementation of apprenticeship scheme. / Working with partners to support training events linked to career progression. / Barnet residents are engaged in employment opportunities./ Development with education sector to provide related work experience opportunities.	total number of Barnet residents employed by leisure operator.	Established year 1
re-offending levels, percentage of offenders who re-offend		maximising the life chances of vulnerable children and improving outcomes. A lack of focus could result in grater unmet health needs, increased inequalities and re-offending rates.	Programme design and development focused on supporting youth service and community safety organisations	Programme is diverse and supports LB Youth Service positive activities programme.	Total number of supported positive activities / participants.	£14,000 virtual pot agreed with LB Youth service 2015/16 to deliver programmes.

TAB 3: Health Prevention

	Associated Costs	Outcome	Service Development	Service Output	Measure	Baseline
Excess weight in 4-5yr olds - targeted	Approx. £455 average per head x 12 weeks	Reduce the number of primary school age children in Reception with valid height and weight recorded who are classified as overweight or obese as measured by NCMP.	Support in implementing a child weight management programme, working with partners to tackle childhood obesity levels.	Delivery of a sustainable child weight management programme within a minimum of 2 leisure centres.	Number of children referred via NCMP.	% of children identified through the ncmp as overweigh/obese accessing a specialist weight management programme.
4-5yr olds - universal		Reduce the number of primary school age children who are classified as overweight or obese.	Provide a family based approach to activities. In addition to providing programmes for both term time and holidays to encourage use by young people. Provide specific carer and child joint sessions.	Support health promotion campaigns within centres (change 4 life) / Ensure that a family based approach is taken to swimming provision. Provide opportunities for families with less disposable income (e.g. kids for a £1 swimming). Provide early years opportunities for young children via supported pathway sports courses.	Total number of young people 4-5 swimming (general /courses). Total number of young people engaged in sports courses.	6% members 0-4yrs
under 75 yrs. mortality rate from cardiovascular	Approx. £455 average per head x 12 weeks	Reduce the number of junior school age children in with valid height and weight recorded who are classified as overweight or obese	Support in implementing a child weight management programme, working with partners to tackle childhood obesity levels.	Delivery of a sustainable child weight management programme within a minimum of 2 leisure centres.	Number of children referred via NCMP	% of children identified through the ncmp as overweight/obese accessing a specialist weight management programme.
Excess weight in adults - targeted		Reducing the number of adults who are classified as overweight or obese	Support in implementing an adult weight management programme, working with partners to tackle obesity levels.	Implement a programmes in partnership with NHS partners that address excess weight in adults.	Total number of participants in attendance of each course. Total number of individuals referred and retained via membership option.	Intervention currently not offered. Baseline data to be established year 1.
Adults - universal		Reducing the number of adults who are overweight or obese.	Ensure that all facilities have exciting, innovative programmes to encourage inclusive use for all residents.	Introduce a programme timetable that responds to new trends and the contractor is encourage to try new activities within the facilities to test their impact on participation rates.	% of members 45 years + . / Total % of adult attendance per month.	18.4% members over 45yrs+ / 46.9% adult attendance.

Percentage of physically active adults		Increase the number of adults (16+) doing at least 150 "equivalent" minutes of at least moderate intensity physical activity per week in bouts of 10 minutes or more*	Ensure that programmes and approach to sports development reflect the requirement to increase participation to reflect the health benefits of physical activity.	Identify key principles for sport and leisure development that provide the development in grassroots participation.	Total number of annual attendances. / Total number of members participating x1 week / Total number of members participating x 3 week.	minimum annual attendances 1,000,000. Other baseline data to be established./ 5,880 (23%) adult members x1 per week. / 636 (2%) x3 per week adults.
Percentage of physically inactive adults		Reduce percentage of adults (16+) who do less than 30 "equivalent" minutes of moderate intensity physical activity per week in bouts of 10 minutes or more	Community Sports Officer position employed to support community links aligned with SPA strategy. / Programme reflects opportunities that are tailored to meet demands of specific target groups.	specific interventions and initiatives that target inactive population. (e.g. specific wards and demographic group). The Contractor is encouraged to work closely with GPs, Public Health and other agencies to create a strong working partnership and attract funding for programmes where possible.	total number of participants / measure impact via APS data set.	50.5% do not currently do anything as measured by APS
Programming - Sports Development		Act as a key partner in supporting the number of individuals participating in clubs and competition.	Ensure that programmes and approach to sports development reflect the requirement to increase participation to promote the health benefits of physical activity. Ensure key principles for sports development are implemented to provide a pathway to excellence in partnership with NGBs, voluntary/charitable organisations, clubs and local primary and secondary schools.	Support LBB SPA Strategy priority outcomes. Whilst ensuring that swimming and gymnastics provision offered is retained at the optimum competitive level. Inclusive of a supported pathway to elite opportunity. Support the Barnet Partnership for School Sport where feasible within their inter school competition calendar. In addition to local sports clubs, facilitating any applicable discounted rate for NGB Club Mark awarded status. Work with the County Sport Partnership and NGBs to facilitate Club Development workshops on site where feasible.	Total number of clubs hosted within leisure centres (inclusive of total number of overall participants in each sport). / Total number of supported BSSP events annually./ Total number of club development CSP events supported.	8,553 club attendances.

Sports Development- Talented Athletes	approximate value of £40k per annum	Implement a scheme for talented athletes, that supports athletes who have the potential to represent the Council at Regional, National and International competition. Athletes are to be recognised as Borough ambassadors for Sport & Physical Activity.	Contractors are to propose ongoing investment into local talent on an annual basis.	Reduced prices / Free membership offered at Barnet Leisure Centres.	Total number of athletes supported by a scheme. / Total investment per annum.	89 athletes. / £45,000 investment.
Programming - Flexibility		The operator shall ensure that all programmes will be regularly reviewed and updated to respond to changing demand	It is the intention of LB Barnet to allow the Contractor considerable flexibility in relation to programming in order to achieve maximised income levels as well as increasing participation.	Significant changes to agreed programmes shall not be made without prior consent of the Council.	Total number of additional programmes per annum. / Total number of reduced programme time per annum.	To be established by Year 2.
Sports Development - Funding		Actively seek funding opportunities for the facilities, programmes and services that aids the Council in achieving its overall objectives.	Support FAB partnership board and other community groups where feasible to increase participation.	Assist in collaborating with community organisations to partner funded activity / in kind offer.	Total amount of funding invested. / Total number of supported applications or groups.	established year 1
Sports Development - Planning		Development of a sports development plan linking the aims and objectives of the LBB SPA Strategy and the Performance Management Framework	A plan will be reviewed with the Council on a quarterly basis, with outputs and further actions agreed.	A plan shall support achievement of the Council's wider strategic outcomes as well as the Sport and Physical Activity Strategy as a basis for planning activity initiatives.	Annual Leisure Development Plan	current format - Qualitative Work Plan 2015.
Diet		Highlight and promote importance of diet as a major contributor to chronic disease and premature death	A catering/vending offer should include healthy eating options, to be delivered to the highest standard for the benefit of persons using the Centres. / Supported communication campaigns e.g.; change for life, Stoptober, Dry January.	The contractor is encouraged to obtain appropriate health eating awards for its menu, working in partnership with Barnet Council.	Healthy Catering Commitment highest Award.	established year 1

Child development 2-2.5yrs		support early years with a key focus on the development of communication, gross motor, fine motor, problem solving, personal- social skills	ensure that programmes (e.g. crèche activity) is compliant by universal standards. All staff are qualified and all programmes are risk assessed.	operation of crèche ensuring full compliance with standards.	The number of children that are supported through early years	established year 1
Emotional wellbeing of looked after children		Under Section 10 of the Children Act 2004, local authorities have a duty to co-operate to promote well-being among children and young people.	Supporting children within LBB that are vulnerable and potentially at risk to undiagnosed mental health problems, placement breakdown.	Membership support via Leisure Card	Looked After Children data / Total number of Children receiving memberships	114 authorised letters issued to date
Smoking prevalence		Reduction in the number of people that smoke within the Borough	Implement a no smoking policy to maintain and enforce this policy within the Centres for both customers and staff. Tobacco products must not be sold within the Centres. Cigarette machines will not be allowed within Leisure Centres.	Enforcing no smoking policy at all sites / permaters of all locations. Display promotional material at all sites e.g. Stoptober.	via main contract	established year 1

TAB 4: Health Protection

Recording of Accidents, Incidents and Dangerous Occurrences		report and seek to reduce all reportable Injuries, Diseases and Dangerous Occurrences to the enforcing authority (under RIDDOR) and that the other parts of this section are additional and relate to the client's requirements for monitoring purposes.	Record and investigate all circumstances. Ensuring that all staff compliant with full facility operation procedures.	The Contractor must notify the Council of any major or fatal accident immediately. This applies to both RIDDOR reportable and non reportable incidents. Ensure the monitoring of all accidents and subsequent follow up action	Monthly H&S data set report.	Established year 1
Asbestos Management		Manage and minimalize risk.	Evidence should be provided of asbestos management safety checks being completed.	regular testing with records and results evidenced.	External AMP audit.	All centres 80% as minimum benchmark
H&S Suite, Risk Assessments, COSHH etc.		Facility management and operation is fully compliant; inclusive of all programmed activities and building management.	Compliance with all relevant sections of the Health and Safety at Work. Act 1974, and other subordinate legislation and approved codes of practice.	report all reportable Injuries, diseases and dangerous occurrences to the enforcing authority (under RIDDOR). / Ensure statutory notices are displayed./ Ensure all risk assessments are completed and updated.	Operator method statement. / main contract obligation. / Performance monitoring of contract management.	Established and monitored from year 1
under 75 yrs. mortality rate from cardiovascular diseases considered preventable		Facility management and operation is fully compliant; all contractor work is approved with the relevant procedures in place.	operator to provide update client as part of the contractor term.	Schedules to be reviewed Quarterly and any amendments should be reported accordingly	Quarterly client report.	Established as part of main contract
List of equipment, condition and whether to be replaced		All equipment is safe to use, risk assessed and meets h&s standard.	Equipment is monitored and maintained by leisure operator.	Equipment is maintained or replaced as required in accordance with the contract	Annual Client Report	Established as part of the main contract.
Health & Safety - Facility Operation		Produce a Health and Safety Manual, which shall be provided to all staff and volunteers and updated in response to legislation or guidance from the Health and Safety Executive.	Provide adequate first aid facilities for employees and public, including the provision of qualified first aiders.	Ensure that all activity is fully risk assessed, equipment is compliant and staff are fully qualified to confidently lead duties.	Health & Safety Method Statement. / Health & Safety covered as consistent performance monitoring item.	Established as part of tendering bid and commitment to performance monitoring - year 1.
Health & Safety - Swimming Pools		Ensure HSE operation guidelines are met in relation to swimming facilities.	Utilise recommendations in the most recent edition of the HSE publication "Management of Health and Safety in Swimming Pools" (HSG 179) and any subsequent amendments post edition.	Provide all pool hygiene, temperature and pool plant management at standard operating procedure guidelines.	Monitored on a monthly basis as part of client inspections.	Established Year 1

Catering - Standard		The Contractor must comply with all statutory regulations relating to good food hygiene including The Food Safety Act 1990 (as amended), Regulation (EC) 178/2002 Regulation (EC) 852/2004 and The Food Hygiene (England) Regulations 2006 and shall follow good food hygiene practice at all times.	Demonstrate high standards of food hygiene at all times and must adhere to all food safety and food standards legislation and best practice.	Staff involved in supervision, cooking and catering activities to be appropriately qualified or be training for an appropriate qualification	Operator to carry out monitoring of café / vending and produce within quarterly client report to LA.	Established Year 1
Catering - Healthy Option Commitment		Offer healthy eating options as part of the catering menu.	Ensure that offer is affordable and evolves as part of consumer needs.	The food offer should include healthy eating options, to be delivered to the highest culinary standard for the benefit of persons using the Centres.	Annual Service Review Plan	Established in main contract and reviewed annually.
Vending		The Contractor shall be responsible for the provision of a vending service, this is inclusive of a healthy vending option.	Ensure that operator is consistent with healthy eating message aligned with catering.	Healthy food and drinks should be provided across the catering service, including vending machines, to a minimum of 50% of product line.	Annual Service Review Plan	Established in main contract and reviewed annually.
Pool water and temperature		that adequately services those who choose to use the Centres	Ensure that all testing is complete and signed off each week by management.	consistent daily monitoring of pool water and temperature	daily Pool water / temperature test records	Established as part of the main contract.
Air Temperature		In line with leisure requirement for facility management. Ensuring all H&S requirements are met	Ensure that consistent monitoring is taking place within daily duty management schedule.	consistent daily monitoring air temperature	Duty management record (end of shift reports).	Established as part of the main contract.
Standard of cleanliness		All facilities are compliant with expectation and contracted guidelines	An expectation to maintain high levels of cleanliness throughout the sites	undertaking of regular facility cleaning at each site (part of daily schedule).	Monthly site monitoring visits / Leisure operator daily inspection by duty management	Established in Year 1

Staffing		The contractor shall be entirely responsible for the recruitment and conditions of the service. This is inclusive of all staff that are engaged in the services, including, without limitation, the payment of wages.	All staff are competent and qualified to desired level of expertise. Continual professional development is offered to ensure that staff are aware of legislative and industry developments.	In respect of all staff employed or seeking employment, the Contractor shall comply with the provisions of all relevant employment legislation including the Equality Act 2010, the EU Working Time Directive and relevant Working Time Regulations, the London Living Allowance, and any subsequent amendments.	Annual Document Review	Established Year 1
Staffing - Standard		The provider must ensure that facilities are staffed with sufficient and suitably qualified personnel.	Each staff member is provided with a relevant training programme that enhances their career progression and quality linked to the service.	Supply trained staff to provide the services required by the contract aligned to legislation.	Annual Document Review	Established Year 1
Staffing - Training		The operator must ensure that they adopt a staff training and development policy, demonstrating their approach to providing career progression for all staff.	Each staff member is provided with a relevant training programme that enhances their career progression and quality linked to the service.	Include training in relation to disabilities, adult safeguarding and child protection in addition to the standard professional training programmes.	Annual Document Review	Established Year 1
Staffing - Work Experience		Support the placements of work experience across the Centres and work in liaison with Barnet HR department to actively promote work experience to schools and colleges across the contract.				
Infectious Diseases		Ensure that all staff are alert to the possibility of staff and members utilising facility that may have a spreadable disease. Therefore necessary precautions are required to prevent spread of infection to other users.	Prevent and minimize the impact of infections	Include within their operating statement/ manual a procedure in the event of a member of staff or the public suffering from any infectious or contagious disease.	Monthly mentoring inclusive of h&s and risk assessments.	Established Year 1

Emergency & Evacuation Procedure		Ensure that clear procedures are in place to deal with any evacuation and/or emergency situation that may arise at any of the Facilities.	Ensure that this is reviewed and developed in line with any major refurbishments or site redevelopments	Clear signage and documentation in place on each site.	Annual Service Plan / Client Site Visit	Established in Year 1
Emergency - Support		The Council's Leisure Centres may be used as Rest Centres in the event of an emergency or major incident	Liaison with Emergency contact and Contract Manager within LBB to identify specific / appropriate sites.	Agreement stipulated within main leisure contract.	Statement of support	NA
Quality Assurance & Management - QUEST		The contractor must display a continuous committed to quality assurance and an improvement in the provision of sport and physical activity. LB Barnet anticipates that the contractor will embrace the Quest Accreditation scheme and use its methodology statement to recognise continuous improvements for the service.	The contractor is to agree the approach with the Council dependant on the current status of each site. The Contractor will seek to improve or at least maintain its relative benchmark rating in Quest developing a continuous improvement approach to those areas identified as below the benchmarked average.	The Contractor shall achieve Quest Accreditation for each centre it manages under the contract.	All centres are accredited minimum "PLUS GOOD" in Quest mark.	Established as part of the contract specification.
Quality Assurance & Management - Leisure Client		The contractor must display a continuous committed to quality assurance and an improvement in the provision of sport and physical activity.	LB Barnet anticipates that the contractor will embrace the leisure client scheme and use a methodology statement to recognise continuous improvements for the service.	The contractor shall engage with the leisure client process to continually measure standard and quality of service.	minimum 80% Leisure Client Benchmark	Established as part of the contract specification.

Environmental Sustainability		To make a positive impact on the environmental sustainability of the leisure centres.	Annual review of utility consumption and effort to reduce and impact sustainable footprint.	statement and co-ordinated action that outlines reducing utility and water consumption, waste landfilling and pollution; and proactively promoting sustainable travel.	Annual Service Plan	Established Year 1
Service Availability		The Contractor is required to present operational hour proposals for each facility within a method statement. Ultimate confirmation to approve this detail is subject to the negotiation with LB Barnet.	The contracted Service Provider will have the option to operate the facilities outside of the minimum opening hours, subject to planning constraints.	ensure the facilities are open every day of the year with the exception of Christmas Day, Boxing Day and New Years Day when the Facilities will be closed. For all other public holidays the Contractor may offer a reduced service or closure subject to written approval by the Authorised Officer.	Proposals submitted to authorised officer each year for Council approval	Established Year 1 / utilise 2018 for reference indicator.

TAB 5: Healthcare; premature mortality

Cancer diagnosed at early stage		Support cancer patients by providing appropriate information and guidance related to physical activity	Work in partnership with GPs, Public Health and other agencies to create a strong working partnership and attract funding for programmes where possible.	Introduce a cancer rehabilitation programme / embed programme into a current model that is supportive of cancer survivors	total number of individuals participating on specific programme / retention results.	Established Year 1
Carers		Improve the mental health and wellbeing of carers (young and adult).	The Contractor can submit proposals to alter or modify the scheme if they believe alterations will assist stated aims. They are not obliged to amend without prior consent.	Fit & Active Barnet Leisure Card	Total number leisure card holders.	Established Year 1
Mortality rate from causes considered preventable		Reduction in mortality rate.	Work with the NHS, local authority prevention and wellbeing services to support strategy.	signposting of services / programme development	Total number of individuals referred/signposted to additional services via PAR-Q	Established Year 1
under 75 yrs. mortality rate from cardiovascular diseases considered preventable		reduction in number of cardiovascular diseases	Work with local authority public health to address and support where feasible.	Improvement in individuals accessing leisure referral based activities.	Total number of individuals referred accessing leisure activities linked to health.	Established Year 1

TAB 6: Performance Improvement

	Financial Risk		To alleviate the financial risks to the Council and in particular to release the Council from the threat of VAT penalties deriving from exempt income.	Ensure that all operational activities are appropriately scrutinised and reviewed.	Review of all financial activity to alleviate of risk and penalty.	Annual Audit / Annual Service Performance Plan	Established year 1
	Pricing - Fit & Active Barnet Leisure Pass	approximate current value £17,600 per annum based on 1000 memberships.	LB Barnet operates a concessionary access card scheme called the FAB Leisure Pass. This pass is currently accessed by Looked After Children, Care Leavers, Foster Carers and Carers (youth and adult). It offers free swimming and applicable discounts to additional activities.	The Contractor can submit proposals to alter or modify the scheme, if they believe that amendments will assist LBB to achieve its objectives as part of its Method Statement submission. Changes are subject to Council approval.	The Fit & Active Barnet Leisure Pass is deemed to be protected.	Total number of individuals accessing scheme	184 authorised letters as at 2014.
	Pricing - Sports Clubs		Clubs that are accredited to the respective National Governing Body Standard (Chartermark) receive reduced hire rates at facilities.	Guidance for the acceptance of accredited Clubs are to be supplied to the contractor by LB Barnet.	The Contractor is to maintain this applicable pricing structure throughout the Contract Period	Total number of supported clubs accessing pricing scheme per annum.	Established year 1
under 75 yrs. mortality rate from cardiovascular diseases considered preventable	Pricing - Review		As part of the Annual Service plan, the Contactor is to formally review pricing and structures and inform the Council of any proposed changes, together with the business case for amendments.	The Contractor shall ensure that any prices changes are advertised to Customers giving at least 30 days notice before the change is implemented.	The Contractor shall ensure that all prices are displayed within leisure guide literature, organisational website and within each leisure facility.	Annual Service Plan / Leisure Guide	Year 1

	Customer Care		The Contractor shall ensure that all staff are considerate in their approach; that staff are supplied with the knowledge and information to answer enquiries that relate to all Barnet Leisure Centres.	The Contractor must have suitable training procedures in place for ensuring that staff deliver excellent customer care to all customers and are able to also deal with complaints.	Adoption of Customer Care Policy within method statement. Which highlights the relevant service Standards; <ul style="list-style-type: none"> • Customer Charter • Customer feedback procedures including customer comments, verbal comments, mystery shopper reports, mystery caller reports, customer and club forums • Use of Benchmarking Services • Measurement of levels of customer satisfaction • Dealing with complaints and an escalation process. • Methods of displaying analysis and actions from customer feedback within the Facilities • Lost Property Procedures 	Customer Care - Method Statement as part of tendering process1	Established within main contract.
	Performance Monitoring		Throughout the Contract Period, the performance of the contractor in providing the service will be monitored in accordance with the arrangements set out in the Contract	<ul style="list-style-type: none"> • Key Performance Indicators • Default/ Complaint Notices • Customer/ Non- user Survey reports • Analysis on Compliments/ Complaints • Results of Quality/ Quest Audits • Health & Safety reports 	Partnership Manager employed by contractor to oversee performance and improvement.	Method Statement within Tendering Document	Established within main contract.
	Performance Default		Failures to provide the Service to an acceptable standard will be allocated levels of seriousness from 1-5.	a complaints notice will be issued to the operator detailing the nature of the failure, the level of seriousness allocated to it, and the time limit within which the failure must be rectified and the Service restored to its specified standard.	Partnership Manager responsible for operator performance.	Within main contract	NA

	TUPE		The council has an obligation to monitor the terms of employment of staff transferring and other staff employed on the provision of the Service under the Leisure Management Contract.	The Code and the Contract, require the Contractor to consult with the Trade Unions or other appropriate representatives on the terms to be issued to new employees.	Ensure mediation process is contained within contract.	Specified within contract	Outlined by main contract
	Best Value Act		The Best Value Duty is that a Local Authority must secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.	Ensure necessary provisions are being monitored and implemented.	Ensure Best Value is specified within contract and linked to performance monitoring of operator.	Specified within contract	Contained within main contract
	Communication		The Contractor should ensure that its communication strategies are specific to engaging with all members of the community. Particular regard should also be given to new technology.	All Communication will conform to the Council's standards and any changes in Council marketing schemes will be implemented by the Contractor at no cost to LB Barnet.	Adoption of an annual leisure guide, dedicated website section and marketing campaigns to engage with target groups	Annual Service Plan	Reviewed Year 1
	Marketing - Engagement		Marketing should be specifically be aimed at increasing participation by underrepresented and disadvantaged groups.	Provide engagement strategies for both existing users and non-users within an annual marketing plan.	the operator should use innovative methods to reach the diverse communities of the Borough, reflecting these different demographic profiles.	Quarterly Operator Report	Established year 1