

	8th March 2018 Health and Wellbeing Board
Title	Fit and Active Barnet: new leisure service contract to promote health and wellbeing
Report of	Strategic Director for Adults, Communities and Health
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
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Summary
<p>On 26th October 2017 the Council awarded a new Leisure Management Operation Contract (ref 701592) to Greenwich Leisure Limited (GLL). This contract is effective from 1st January 2018 to the 31st March 2028.</p> <p>The Leisure Management Contract is valued at £100m and will deliver an average annual payment of £1.538m to the Council from the operator. A fundamental aspect of the contract seeks to support a range of health outcomes and it is expected that throughout the contract period GLL will work with the Council to review priorities and ensure continuous improvement whilst responding to local needs.</p> <p>The contract will include the management and operation of the following facilities;</p> <ul style="list-style-type: none"> • Barnet Copthall Leisure Centre (existing, proposed closure 2019) • Barnet Copthall Leisure Centre (new, proposed opening August 2019) • Hendon Leisure Centre • Burnt Oak Leisure Centre • Finchley Lido Leisure Centre • Church Farm Leisure Centre (current, proposed closure 2019) • New Barnet Leisure Centre (new, proposed opening May 2019) <p>The approach, procurement process and contract documentation marks a step change in leisure contract commissioning, which seeks to measure the contribution of leisure in</p>

supporting the prevention of poor health, manage health conditions and enable people to remain independently living in their local community.

The Health and Wellbeing Board are requested to consider the progress made in successfully delivering a key output as part of the Councils Sport and Physical Activity (SPA) Project.

Recommendations

- 1. The Health and Wellbeing Board is asked to consider and discuss the progress made to encourage healthier lifestyles.**

1. WHY THIS REPORT IS NEEDED

- 1.1 On the 17th February 2015 the Policy and Resources Committee agreed the Sport and Physical Activity (SPA) Project Revised Outline Business Case recommendations which enabled the project to be defined by the following outputs;
- 1.2
 - To deliver the construction of two new leisure centres.
 - To deliver a new leisure management contract, delivering benefits stated in the SPA Revised Outline Business Case.
 - To develop an innovative procurement process that measurably improves the health and wellbeing of the residents of Barnet.
 - To work with stakeholders to ensure that the new leisure management contract aligns with national, regional and local priority outcomes.
- 1.3 In 2015/16 a period of extensive engagement commenced in order to shape and design the procurement of a new leisure contract. The process included communication and events with the operator market, leisure professionals, local stakeholders, partners and service areas within the Council. The process was led by the Council with support from FMG Consulting who were commissioned in March 2016 and have acted in an advisory and supporting role through the procurement process to date.
- 1.4 The engagement events indicated that greater collaboration and improved partnerships with leisure can provide the foundation for innovation; contribute towards addressing the social determinants of health, assist to tackle unhealthy lifestyles, offer cost effective approaches and create opportunities that promote wellbeing.
- 1.5 T Subject matter experts in leisure and public health constructed a new outcome based specification where the full suite of procurement and contract documents referenced Public Health England's Public Health Outcomes Framework (PHOF). Key to this is the Councils KPI Scorecard, a contractual document which is aligned to performance schedules based on the PHOF.

- 1.6 As such, a critical part of the procurement process was to ensure that suppliers recognised their role in supporting a whole systems approach to health improvement, re-thinking how leisure services can support prevention of poor health whilst demonstrating contributions to National, Regional and Local policy.
- 1.7 On the 26th October 2017 the Council awarded a new Leisure Management Operation Contract to GLL, effective from 1st January 2018 to the 31st March 2028. The commitments proposed by GLL diversify Barnet's leisure offer for residents, acknowledging improved utilisation of greenspaces and community venues to better support and connect partnership opportunities.
- 1.8 The commitments outlined by GLL include interventions and programmes that aim to deliver better access and reach, working with primary care providers, third sector organisations and community groups. This is coupled with a pioneering new partnership with Middlesex University who will provide an academic evaluation of specific programmes throughout the contract duration.
- 1.9 The collaboration with Middlesex University will include a cross-departmental team of academics led by Dr Carmen Aceijas, Senior Lecturer in Public Health and leader of the MSc Applied Public Health programme, who will evaluate the effectiveness of GLL's programmes in supporting Barnet residents to get fitter and healthier. It is anticipated that the University's evaluation will combine robust methodologies to inform yearly progress regarding health outcomes, including a ten year follow-up of up to 55,000 service users for capturing client perceptions in specific schemes (e.g. Physical Activity Referral Schemes).
- 1.10 The benefits of the new leisure management contract will directly impact all residents in Barnet, seeking to improve the health and wellbeing of children and adults.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The innovative partnership between the Council and GLL will seek to develop partnerships that support health improvements; working with partners to develop leisure provision, tackle unhealthy lifestyles, offer a cost-effective approach to physical activity and create opportunities that promote wellbeing. This will all be achieved whilst providing financial sustainability through an annual payment to the Council at an annual average of £1.538m per annum.
- 2.2 A range of new benefits includes the introduction of healthy catering and vending, implementation of the London Living Wage, volunteering and workforce development commitment. New services for residents, include but are not limited to:
- A free Barnet residents' card, which provides all Barnet residents with a 30 per cent discount on all activities and 50 per cent discount for those eligible for concessionary prices..

- Free general swimming to children under eight years of age who live in Barnet.
- A new borough-wide Physical Activity Referral Scheme which creates a pathway for exercise referral, diabetes and falls prevention.
- Delivery of specialist health programmes that include children's weight management, adult weight management and a cancer rehabilitation scheme.
- Creation of 'health hubs' at each facility to deliver health checks and advice for residents.
- Barnet Carers Pass which is a free concessionary membership for registered carers, young carers, care leavers and looked after children (includes free swimming)
- GLL Community Programme that delivers activities in a variety of local settings through working with care homes, women's groups, social clubs, religious organisations and schools.
- GLL Activate Healthy Lifestyle Schools Programme that engages with a targeted number of schools per annum linked to Change for Life Clubs.

2.3 Through this partnership, talented athletes across Barnet will have access to support and funding from the GLL Sport Foundation, which aims to support and develop young sports people to help them achieve their Olympic and Paralympic dreams.

2.4 There will also be a programme of capital investments to deliver facility enhancements which includes; a new day nursery and all weather pitch at Burnt Oak Leisure Centre, refurbishments and renovations of the health and fitness offer at Hendon Leisure Centre, Finchley Lido Leisure Centre and Burnt Oak Leisure Centre over the next 10 years. These capital developments are in addition to the Council investment of over £40 million in the construction of two new leisure centres at Barnet Copthall and New Barnet.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 Subsequent to contract commencement on the 1st January 2018, the Council have been working in partnership with GLL to establish and implement contract delivery plans for the first year. This includes but is not limited to;

Area	Description	Anticipated Dates
Facility Improvements	Project plans and timescales for investments at Hendon, Burnt Oak and Finchley.	Project plans – 31.3.18 Project delivery – 1.9.18
Physical Activity and Health Programme	Development of action plan and recruitment / resourcing timescales	Recruitment – 1.3.18 Action Plan -31.3.18 Programme delivery – 1.4.18
Health Improvement Interventions	Programme review and establishment of KPIs and management.	Programme delivery – 1.4.18-1.9.18
Marketing and Communication	Action plan, implementation of Barnet Residents Card, Better Barnet digital hub, health promotions.	Action Plan – 31.3.18 Implementation – from 1.4.18

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Council's new leisure service aligns with the Barnet Council Corporate Plan 2015-2020, which is based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves, recognising that prevention is better than cure
- Where responsibility is shared, fairly, and
- Where services are delivered efficiently to get value for money for the Taxpayer

5.1.2 The commitments and benefits of the Council's new leisure service align with the Joint Health & Wellbeing Strategy 2015-2020 and the Fit & Active Barnet Framework 2016-2021.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 Finance

The annual payment fee received (from the Operator to the Council) will be used to offset the Councils borrowing requirements relating to capital investment at Barnet Cophall Leisure Centre and New Barnet Leisure Centre in Victoria Recreation Ground.

5.2.2 Staffing

GLL have committed to co-ordinating a local recruitment strategy which links with local providers and agencies to support local employment. Additional enhancements also include the introduction of a GLL Physical Activity and Health Team to support the delivery of a comprehensive range of interventions and programmes aimed at achieving health outcomes.

5.2.3 IT

As part of technological advances, GLL have committed to introduce a new digital hub for Barnet, which will act as a customised and personalised platform. All members, including Barnet Resident Card holders, will be able to access bespoke services (e.g. nutritional information, bookings, online plans) when logging on to their account via tablet, smartphone or pc.

5.3 Social Value

5.3.1 In undertaking the design of the services specification and from having consulted with various stakeholders and their contribution towards the development of contract documentation, the procurement process for the Sport and Physical Activity project has properly considered and assessed social value throughout in accordance with the Social Value Act 2013.

5.4 Legal and Constitutional References

5.4.1 HB Public Law provided legal and procurement advice in relation to the procurement of the Leisure Management Operation Contract. The procurement process was conducted using the Competitive Procedure using the flexibilities allowed under the 'light-touch' regime by following the Public Contracts Regulations 2015 (the Regulations), Regulation 30 and 74.

5.4.2 Under the Council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, the terms of reference of the Health and Wellbeing Board includes the following responsibilities:

- To work together to ensure the best fit between available resources to meet the health and social care needs of the population of Barnet (including children), by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social wellbeing. Specific resources to be overseen include money for social care being allocated through the NHS; dedicated public health budgets; the Better Care Fund; and Section 75 partnership agreements between the NHS and the Council.
- To promote partnership and, as appropriate, integration, across all

necessary areas, including the use of joined-up commissioning plans across the NHS, social care and public health. To explore partnership work across North Central London where appropriate.

- Specific responsibilities to oversee public health and develop further health and social care integration.

5.5 Risk Management

5.5.1 The Council is keen to work in close partnership with GLL to ensure that the outcomes it requires from services are met and continuous improvement is achieved throughout the contract period.

5.5.2 To facilitate this aim, the Council have implemented a Performance Management Framework which outlines the expectations, monitoring and reporting requirements. The Performance Management Framework captures key contractual requirements and the process in which service standards and applicable notices will be issued when the Council discovers a failure to achieve the required performance standards.

5.5.3 The Performance Management Framework outlines the frequency of Partnership meetings to be attended by Council Authorised Officers and GLL representatives. As a minimum monthly meetings will be co-ordinated, with performance reviews undertaken on a quarterly basis in line with Contract requirements.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.6.2 The Leisure Management Operation Contract with Greenwich Leisure Limited outlines their corporate approach to equality and diversity which is reflected through company policy, training and service operation.

Consultation and Engagement

5.6.3 Extensive consultation has been carried out with residents, third sector organisations, the leisure operator market, National Governing Bodies of Sport and Sport England between 2013 -2016. Further reference and information is contained within the Sport and Physical Activity Project Revised Outline Business Case (February 2015) and the Leisure Management Contract Award links found in the background papers.

Insight

5.8.1 Not applicable

6. BACKGROUND PAPERS

6.1 The Cabinet Resources Committee agreed at the 4 November 2013 meeting, under item Agenda 14 Contract Procurement Plan 2014/15

<https://barnet.intranet.moderngov.co.uk/documents/s11404/Contract%20Procurement%20Plan.pdf>

6.2 The Policy and Resources Committee agreed at the 17 February 2015 meeting the Sport & Physical Activity Project Revised Outline Business Case, under item agenda 9;

6.3 <https://barnet.intranet.moderngov.co.uk/documents/s21208/Sport%20and%20Physical%20Activity%20Review%20Revised%20Outline%20Business%20Case.pdf>

6.4 Leisure Management Contract Award – October 2016
<https://barnet.moderngov.co.uk/documents/s43032/DPR%20Leisure%20Management%20Award.pdf>

6.5 Leisure Management – Execution of Contract

<http://barnet.moderngov.co.uk/documents/s44174/Summary%20DPRs%20-%20December%202017.pdf>