

## REPORT TO THE EXECUTIVE

Date : **6 OCTOBER 2004**

Title : **PROPOSALS OF THE WIGHT LEISURE REVIEW PROJECT BOARD**  
**JOINT REPORT OF THE DEPUTY LEADER AND PORTFOLIO**  
**HOLDER FOR TOURISM AND LEISURE**

**IMPLEMENTATION DATE : 18 October 2004**

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### SUMMARY/PURPOSE

1. To consider and approve the recommendations of the Wight Leisure Project Board in respect of the future delivery of the Council's leisure services.

### BACKGROUND

2. At its meeting of 28 July 2004 the Executive agreed to the Project Board's analysis of the core, secondary and other services currently provided by the Council through Wight Leisure. The Board was asked however to consider and make recommendations on the future delivery and methods of delivery in respect of each of these categories of service.
3. The Board has now completed this piece of work and its view is that the core and secondary services should be delivered through a single service unit which would also include those services currently within the Community Development portfolio. The agreed core and secondary services are reproduced at annex 1 to this report.
4. For the "other" services, that is to say those that are not central to the business of a leisure department and/or the Council, the Board has been able to identify alternative methods of delivery and a preferred approach to their procurement. This analysis is shown in annex 2 to this report.
5. Work has already begun on evaluating the viability of the Board's preferred approaches to the procurement of the "other" services. For example, a letter has been sent from the Chairman of the Project Board to all of the affected Town and Parish Councils (and Community Fora), seeking their views on the proposals. In accordance with the Parish Protocol, a time period of six weeks has been allowed for views to be received (deadline Friday 15 October).
6. The Audit Section and senior managers within Wight Leisure have been able to advise and inform the Board's decisions by completing detailed analyses of the risks to the Council of continuing to directly provide the core and secondary services through a Community Development and Leisure service unit. A similar

risk analysis of the future procurement options of the “other” services has also been completed. The major point of note in this respect being that the impact of not implementing any of the options shown in annex 2 is thought to be significant and detrimental to the future economic, effective and efficient delivery and development of the core and secondary services.

7. The management of Northwood House is the first of the “other” services for which the Board feels immediate progress can be made. The Registrar General (who regulates the statutory registration function) and the Trustees of the House have both, subject to the approval of a formally presented plan, indicated that they would support the relocation of the Register Office to Northwood House. The benefits of such a relocation being to:-
  - Add to the choice of Island venues for the conduct of civil celebratory services.
  - Act as a catalyst to regenerate Northwood House as a community resource.
  - Generate revenue to be reinvested in the fabric of the building.
  - Free up space in County Hall for the use of other public facing services.
8. The plan for relocating the Register Office to Northwood House requires adoption and the delivery of a business plan, capital funding, agreement with the Trustees and the Registrar General and transfer between existing revenue budgets. It is thought, however, to be achievable within current existing resources.
9. Having identified which core and secondary services should be delivered by the Council through a Community Development and Leisure service unit, the Board has given some attention as to how such a unit may be organised. It is particularly aware of the need to eliminate areas of overlap and duplication between some of the current arrangements/services within Wight Leisure and Community Development. Taking these issues into account, it has agreed an organisational plan for the service unit, which is reproduced at annex 3 herewith.
10. The immediate outcome of adopting this plan is a reduction in the number of direct reports to the Head of Service from 6 to 5. This organisational plan is seen as an interim position to enable the service unit to quickly establish itself, initiate the changes in service delivery as envisaged by the Board and as a prelude to further detailed work on organisation and the economies to be derived from the amalgamation and co-location of the services.
11. In presenting its proposals in this report, the Board feels that it has completed the task set for it by the Executive on 28 January 2004. It also feels however that there is now a second phase to its work to ensure that its proposals are carried forward and the organisational issues surrounding the delivery of the services are clarified. It is also concerned that whilst it has identified which leisure services the Council should be involved with, it has not yet considered the scale of that involvement. The Board is therefore of a view that it should continue in existence working to new terms of reference, as set out in annex 4 to this report.
12. As a procurement project, the Board has now completed step 3 of the Project Procurement Cycle. It having defined the preferred procurement approach to be adopted for each of the core, secondary and “other” services, it has identified.

The continuation of the Board will enable it to complete a full Project Procurement Cycle in respect of the services currently provided through Wight Leisure.

13. The Executive is therefore being asked to undertake the Gateway 2 review of this work and to accept the recommendations made as the basis for progressing other work necessary in the procurement cycle. In so doing, it must be content with the process followed and that its results support the procurement approaches being recommended by the Board.

### STRATEGIC CONTEXT

14. One of the aspirations of the community strategy, under the theme of “Improving Access to Services and Facilities” is to *“encourage physically and/or mentally stimulating activities as a route to staying healthy and a foundation for a full and active life”*
15. The Council’s own key objective of improving health, housing and the quality of life for all identifies the promotion of healthy living as being of particular importance and refers to encouraging the uptake of physically and mentally stimulating activities, as referred to above, as a key priority.
16. Working with the tourism industry to promote the Island as an all-year holiday destination, particularly seeking to develop sustainable tourism initiatives and improving standards of customer care in the industry is a particular priority for the Council within the context of its objective to encourage job creation and economic prosperity.
17. Services provided by the Council through Community Development and Leisure and the areas for improvement identified in the best value improvement plans in particular, can be seen to clearly link with these strategic themes, objectives and aspirations.

### CONSULTATION

18. Meetings with the Wight Leisure Senior Management Team have played a key role in advising the Project Board. A meeting with the Staff Consultative Committee of Wight Leisure is to take place on 29 September and its view will be reported verbally to the meeting.

### FINANCIAL/BUDGET IMPLICATIONS

19. A reduction in the range and scale of leisure services supported by the Council to a more focused approach will lead to some efficiency savings being generated in the overall management of the services. The scale of saving is still to be determined but their identification will be part of the Board’s second stage of work.
20. The major cost arising from this paper will be the capital cost of a relocation of the Register Office to Northwood House which is currently estimated to be £120,000.

## LEGAL IMPLICATIONS

21. Most of the services grouped under Community Development and Leisure are discretionary. There is, nevertheless, a need to procure their delivery in such a way as to deliver best value services as defined in the 1999 Local Government Act. The advent of the Local Government Act 2000 and the prudential borrowing code will assist in the lawful, innovative development of the service.
22. The delivery of registration functions is under the Registration Service Act and associated regulations, pending anticipated statutory change. The power to assist the trust is ancillary to those functions vested in the local authority by that statutory provision.

## OPTIONS

1. Confirm the Project Board's view that the core and secondary leisure services (as shown in annex 1), be provided by the Council in the same Community Development and Leisure Service Unit.
2. Agree the organisation plan for the Community Development and Leisure Service Unit as proposed by the Project Board and shown in Annex 3.
3. Agree the Project Board's proposals for the procurement of the "other" leisure services as set out in Annex 2.
4. Subject to agreement with the Trustees and the General Registrar, the relocation of the Register Office to Northwood House within existing resources be approved.
5. The responsibility for the management of Northwood House, including revenue budget, be transferred to the Head of Legal and Democratic Services.
6. The Head of Legal and Democratic Services enter into agreement with the Trustees for the management of the House and produce a business plan for the same in consultation with the Portfolio Holder for Resources.
7. Agree to the continuation of the Project Board on the terms of reference as set out in Annex 4.
8. To vary or reject all of the options listed 1 to 7.

## EVALUATION/RISK MANAGEMENT

23. The diversity and breadth of the services which the Council has asked Wight Leisure to deliver over the years, is considerable. The ability of its management to focus on the core services has therefore been compromised by its capacity and need to manage all of its services. A clear statement of the Council's expected role for leisure, alongside an increase in the management's capacity to focus on the core service can only lead to improvements in service quality, fit with community need, efficiency and effectiveness.

24. The organisation plan proposed for an integrated Community Development and Leisure Unit will allow the development of management approaches which remove current areas of duplication and overlap in service delivery giving a wider focus to the Council's aspirations.
25. The recommendations of the report do not in themselves begin to resolve some of the current pressures on the leisure service. They do, however, enable the managers of the service to have a clearer focus on them, thereby creating capacity for them to attend more pro-actively to the pressures.

#### RECOMMENDATIONS

26. Accept this paper as a Gateway 2 review of the procurement of leisure services and adopt options 1 to 7.

#### BACKGROUND PAPERS

27. "Wight Leisure Externalisation", Report of the Leader of the Council to the Council to the Executive, 28 January 2004.
27. "Reintegration of Wight Leisure with the Council", joint report of the Deputy Leader of the Council and Portfolio Holder for Leisure and Tourism, 28 July 2004.
28. Assessment of the risks associated with the Council continuing to provide the core and secondary leisure services.
29. Assessment of the risks associated with the Council's procurement options for the "other" services.

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## **ISLE OF WIGHT COUNCIL – CORE AND SECONDARY LEISURE SERVICES**

### **CORE SERVICES:**

**Defined as being central to the agreed role for Council enabled leisure services.**

1. The Heights Leisure Centre
2. Medina Leisure Centre
3. Waterside Pool
4. Strategic Events
  - 4.1. Cowes Week
  - 4.2. Walking Festival
  - 4.3. White Air
  - 4.4. Music Festival
  - 4.5. Cycling Festival
5. Community Events

### **SECONDARY SERVICES:**

**Defined as being supportive to the Council's leisure function and bringing benefit in terms of income generation or sharing of overheads.**

1. Medina Theatre
2. Westridge Squash Centre
3. Sandham Gardens activities
4. Browns Golf Course
5. Shanklin Esplanade activities
6. Shanklin Lift
7. Ryde Boating Lake
8. Appley Park (mini golf)

#### **FOOTNOTE:**

The Board has agreed that roles for Council enabled leisure services are

**Primary:** To contribute to the physical and mental well-being of the community.

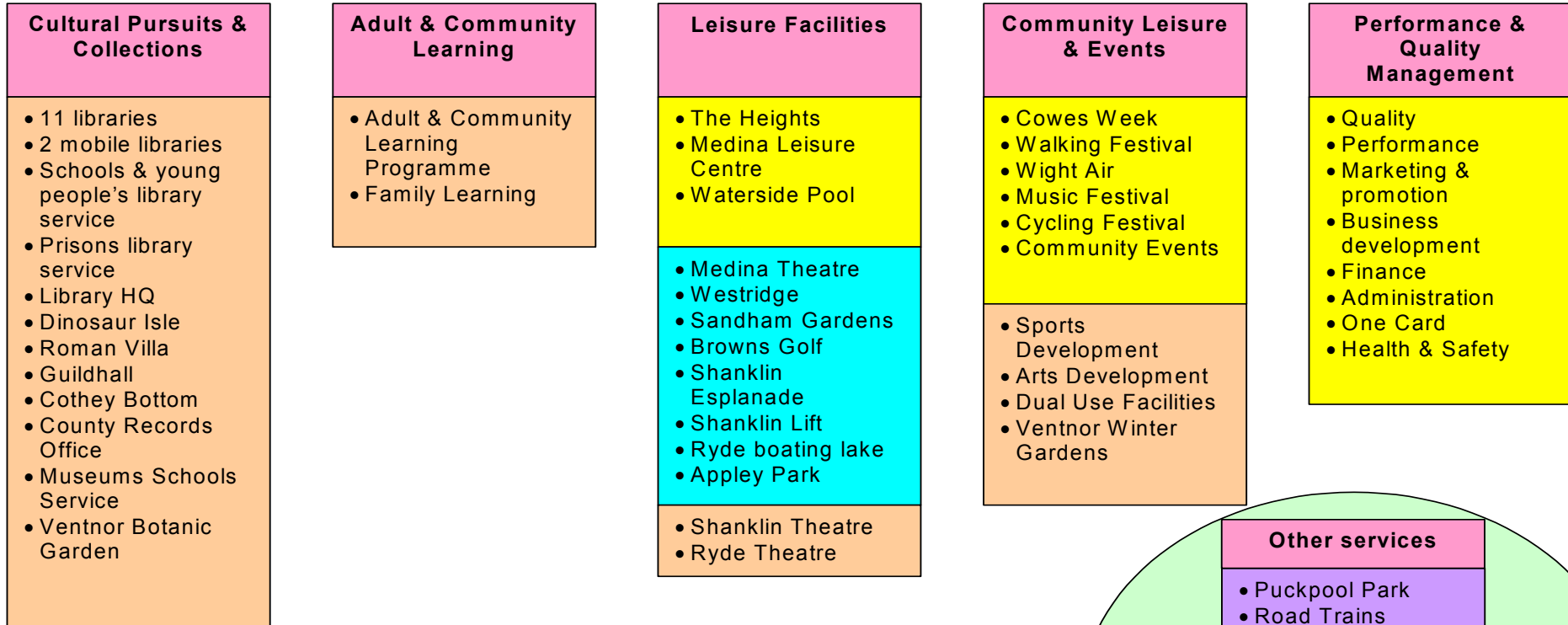
**Secondary:** To sustain the economic well-being of the Island by underpinning and supporting its tourism product

## Options for the Delivery of All Services

<b>Activity Area</b>		<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option4</b>	<b>Comments</b>	
<b>Other Services</b>	<b>Puckpool Park</b>	Offer as a concession to the existing concessionaire	Offer as a new concession	Transfer to another department	Close	Tennis, bowls, putting Net cost £1,200	
	<b>Road Trains</b>	Offer to local Business Association or Town Council	Offer as a new concession	Transfer to another department	Close/Stop	Sandown, Shanklin, Ryde Net cost £16,300	
	<b>Community Halls</b>	Offer to local Business Association or Town Council	Offer to local voluntary management	Close		Cowes and East Cowes Net cost £ nil	
	<b>Northwood House &amp; Community Hall</b>	Transfer to another department (Registrars?)	Offer to an independent operator	Give over to the trustees fully		Net cost £14,000	
	<b>Ryde Harbour</b>	Transfer to another department (Coastal Protection?)	Offer to an independent operator			Net cost £ nil	
	<b>Ventnor Park</b>	Offer to local Business Association or Town Council	Offer as a new open concession	Close		Putting Net cost £2,000	
	<b>Northwood Park</b>	Give over to the Trustees fully	Pass over to the Bowls Club	Close		Net cost £2,000	
	<b>Seaclose Park</b>	Transfer to Parks and Gardens	Pass over to the Bowls Club			Tennis, Bowls, Skate park	
	<b>Sports Pitches</b>	Transfer to Parks and Gardens already agreed					Net surplus £8,000
	<b>Dinghy Parks</b>	Transfer to Parks and Gardens already agreed					
	<b>Beach Huts</b>	Transfer to Parks and Gardens already agreed					
	<b>Amenity Land Hire</b>	Transfer to Parks and Gardens already agreed					

\* All financial information excludes the cost of management overheads and capital financing

**POSSIBLE ORGANISATION OF A CULTURAL AND LEISURE SERVICES DIVISION  
(within Adult and Community Services)**



Current Community Development Services
Current Wight Leisure Core Services
Current Wight Leisure Secondary Services
Current Wight Leisure Services to be provided by others in the future (?)



## **WIGHT LEISURE PROJECT BOARD**

### **New Terms of Reference**

1. To consider and make recommendations on the scale of the Council's involvement/support for all of the services encompassed within the Cultural and Leisure Service Unit.
2. To monitor the implementation and effectiveness of the agreed procurement approaches to the "other" services.
3. To monitor the implementation and effectiveness of the new organisational arrangements for Cultural and Leisure Services in delivering its services in an economic, effective and efficient manner.
4. To approve the business plan for the development of a Health and Fitness facility at the Westridge Centre as part of the project to co-locate Cultural, Leisure and Tourism services at the centre.
5. To performance manage the implementation of the business plan for the delivery of the Register Office function to Northwood House (as recommended by the Board as its preferred procurement model).
6. To re-name the Board as the Cultural and Leisure Services Project Board.
7. That the Board make its final report to the Executive by the end of March 2005.