

Plymouth Active Leisure Limited



Progress Report-February 2022



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Strategic Context



- A different landscape now after 10 years with SLM (Everyone Active) and a chance to review operations as contract expired.
- Cabinet decision in August 2021 followed a detailed review of different options available.
- Want to run facilities in a way that will meet the Council's new strategic priorities for the city and the physical activity needs of communities.
- Plymouth Plan 2014 to 2034 and Active Devon's 'Towards an Active Plymouth' report, which includes an aim for Plymouth to be the most active coastal city in England by 2034.
- Tackling health inequality in the city and supporting its most vulnerable residents.
- Making the most of Plymouth's natural environment and the role it can play in helping people to stay active and well. Tinside Lido and Mount Wise Pools are an integral element of the National Marine Park vision for the waterfront.
- Separate business cases will be developed for much-needed capital investment in improvements at Plympton Swimming Pool and upgraded facilities at Brickfields, including a review of the city's green spaces so are fit for purpose for now and future generations.

Programme Approach - I



- Programme Team Established with dedicated Programme Manager and representation from finance, human resources, procurement, legal, communications and DELT
- Additional Support has been brought in from Fathom Consultancy who have worked on the establishment of Leisure LATCs elsewhere and from TA6 who are working on developing the website and marketing.
- Programme Board meets weekly and oversees a detailed programme of work (next slide) In addition a dedicated email address and webpage has been established:
LeisureLATC@plymouth.gov.uk
www.plymouth.gov.uk/sportandleisure

Programme Approach – 2

Demobilisation



Determine asset condition and ownership of equipment:

- This includes preparation of condition surveys, reviewing the maintenance and lifecycle plans to determine any work outstanding and the cost to complete these works etc. This assessment forms part of the negotiation with SLM and will allow PAL to prepare for the future management of the assets.
- Identify who owns the equipment on the inventories and ensure that the inventories are up to date. Determine if equipment is leased or owned and when will they be due for renewal. Produce a list of equipment owned by the exiting operator to determine if there is a need to purchase these items as part of the transfer arrangements (e.g. PUG equipment).

Programme Approach – 3

Mobilisation



- The Fathom multi disciplinary team are providing support as a PMO partner in the delivery of PAL, culminating in the transfer of staff and assets no later than 1st April 2022
- The focus of the Fathom resource is the mobilisation of PAL
- Mobilisation aspects include the following projects/work packages:

Contract Management

- Human Resources
- Financial
- ICT
- Health & Safety
- Facility & Asset Management
- Operational Management
- Sales & Marketing

People I



- Transfer being undertaken in line with TUPE legislation.
- SLM must provide employee liability information (ELI) no later than 28 days before the transfer. Currently anticipate receipt on 28/02/2022.
- Once receive final ELI will confirm how many employees transferring.
- A number of different sets of terms and conditions.
- A large amount of due diligence is being undertaken on people information. This will inform any measures.
- Regular workforce engagement sessions have taken place and will continue.
- Drop in sessions at all sites available as well as dedicated meetings with SLM representatives.
- Regular letters and FAQ's provided.

People – 2



- Aiming for seamless transition for workforce.
- Will want to ensure all inducted at or soon after 1 April 2022.
- Will need to embed culture change and link to the new vision
- Create the landscape for good employment relations.
- Wider review of the reporting lines, structure, vacancies and gaps etc. will inform any future organisational change, development
- Will review current training and development programmes
- Looking to take a strategic approach to apprenticeships as part of wider workforce planning
- Consideration of an early Staff Survey – to establish baseline data.

Operational Implementation – I

Commissioning and contract management



- Even though the council will have more control over the service, from operating through PAL, formal agreements will be in place to define the respective responsibilities and allocate risks to each party.
- Service objectives have been determined by undertaking a strategic outcomes planning process.
- Consideration has been given to additional service outcomes that have been built into the new service specification that are aligned to the councils' strategic objectives.

Operational Implementation – 2



The contractual documents (excluding any governance documents for PAL) are:

- Service Level Agreement (SLA) for core service (Payroll, Pensions, Finance, ICT, HR (Including recruitment, DBS, OH, EAP, iChoose and grading) etc.
- lease or license to occupy (i.e. PUG and Brickfields)
- service specification to include service outcomes, reporting and key performance indicators.

Operational Implementation - 3



Welcome to Plympton Gym

Plympton Pop-up Gym
on target for 17 March transfer

- Planning permission received
- Two year lease agreement ready to go
- Business case written
- Exemption contract form signed
- Two week interim service agreement in place



Operational Implementation - 4



- PSOPs drafted
- Need to create numerous operational systems, policies and forms ready for 1 April
- HOD meetings taking place
- Internal and external signage, replacement of existing and creating new
- Reception revamp



Operational Implementation - 5



- Uniform ordered
- Outdoor Pools mobilisation, tight turn around
- Supporting procurement with requirements, need help to develop accompanying specifications and paperwork.
- Need to setup new suppliers on PALs epurchasing system
- New catering and cleaning chemical supplier so new COSHH safety data sheets and allergen information required to create new risk assessments and inform staff training, menus and pricing
- Lead in time for procuring vending machines and swim hats
- National shortage of pool chemicals

Operational Implementation - 6



- Need to develop transfer training programme
- Set up social media accounts
- Need to arrange email accounts (individual and team), user licenses, hierarchy of access to various systems
- Confirming remaining software applications
- Gym on-line inductions
- Obtaining the relevant accreditations
- SLAs, need Board direction on procurement and recruitment
- Several equipment not working or reaching end of life cycle
main reception gates, air handling units, poolside screen, CCTV,
gym equipment

Operational Implementation – 7

Health and Safety



- The LATC will deliver all operational requirements for effective management of health and safety outcomes, as detailed in the Services Specification.
- In discussion with the Council's health and safety lead, the Council have offered to act as a 'critical friend' to review the LATC's final draft operating documents, these will include Normal Operating Procedures, Emergency Action Plans, Fire Strategy, management of risk register etc.
- In addition the benefit of an 'external industry specific health and safety audit' is considered to be beneficial, and is a function that is best delivered by 'industry experts'. This work is currently in the process of being procured with the first audit taking place in the first quarter (April – June 2022) and then every other year thereafter (bi-annually).

ICT - I



- The programme requires DELT support not only with the numerous operational activities but also the IT elements of the TUPE of staff (pay and pensions).

Initial requirements include:

- A Ticketing/ Membership/ Booking system with EPOS, and website
- Network hardware and connection, including Wifi, where currently provided.
- Devices, including Laptops and mobile phones
- Other IT equipment – such as RFID lockers at the Life Centre for example.
- Payment system integration.

ICT - 2



- Gladstone MRM are the chosen supplier to run the Leisure Management System (LMS). Currently under SLM, the Leisure Centres run off a Gladstone System that is bespoke to them so continuation of the existing system and setup is not one that can novate across.
- PCC and Fathom have engaged with Gladstone MRM with requirements for the setup of a new LMS system for the Leisure sites. This contract is being managed by DELT.

ICT- 3 WEBSITE



www.plymouthactive.co.uk

- Pending pen testing and Data Protection Impact Assessment
- Going live beginning to mid March with a launch campaign
- Structure and layout agreed
- Detail and content to be populated and checked
- Connectivity to Gladstone system
- Enquiry and online forms to be generated and functioning



Marketing and Sales (TA6) – I

Objectives



- To produce a concept that fits with the brand, launching Plymouth Active to the local community after the transfer of management from Everyone ACTIVE
- To utilize keywords that promote elements of the brand and the period of change.
- The campaign needs to capture a local feel to drive interest. This will be focused around rebuilding the membership and users of the facilities for the key income lines. The inclusion of all segments of the community will need to be represented.

Marketing and Sales (TA6) – 2

Brief



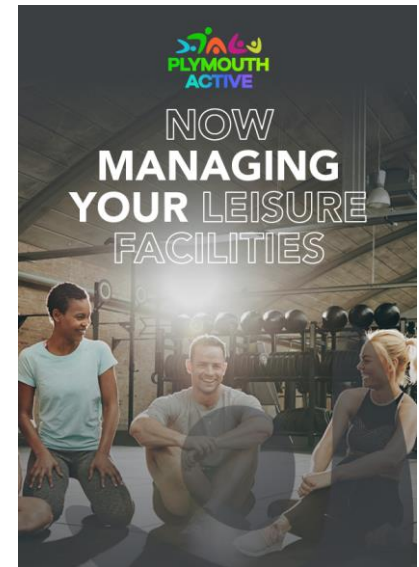
- Utilizing the brand guidelines but have the capacity to adapt a new approach to work across all products.
- Stock imagery has been used in the concept stage but local images will replace these as we develop the campaign into the new year.
- The campaign will need to evolve through the 3 phases communicating with members & ex members and moving onto new member acquisition.

Marketing and Sales (TA6) – 4

Concept 2



A much simpler design providing the opportunity to focus on the activity and strap line. All 3 stages of the campaign will follow the same pattern stage 1 - brand awareness. Stage 2 Facility awareness. Stage 3 testimonials, the messaging and imagery/design will be different for each stage



Supplies and Services - I



- Over 150 supplies and services that need to be procured covering such things as merchandise, pool and cleaning chemicals, catering and vending and servicing of lifts and equipment. Services have been stratified as:

- Business Critical (required for 1 April 2022).
- Essential – Required within 3 months.
- Necessary – Required within 1 year.
- Ad Hoc.

Definitions and numbers:

- Business Critical from day 1 = 54
- Essential within 3 months = 22
- Necessary within 1 year = 3
- Ad hoc = 46

Supplies and Services - 2



- Small group of commissioning and procurement staff are establishing the suppliers and raising the necessary contracts.
- Approach is wherever possible to use existing PCC frameworks or look to extend SLM existing suppliers.

Governance and Legal - I

Leases and Contracts



- Determining asset condition and ownership of equipment. This is being completed through end of contract dilapidation surveys and site visits and forms part of the exit negotiation with SLM.
- Meetings taken place with DCLL regarding Brickfields. This will also see additional specification for Brickfields
- New PAL property leases are now being established and the new service specification finalised detailing requirements of the service and outcomes to be achieved.

Governance and Legal - 2



- Plymouth Active Leisure Ltd (PAL), registered with Companies House and the Board of Directors established with the Articles of Association now agreed.
- As a Teckal Vehicle organisations that are not “contracting authorities” (as defined in the Public Contract Regulations 2015) cannot be members of the company, or for those organisations to maintain control or significant influence over the company in any way.
- As well as the Board it is also proposed to establish a Stakeholder Group, in order that clubs, users, governing bodies and members have a forum to shape PAL. In addition an Employee Forum is also to be established to ensure meaningful and comprehensive employee engagement.
- Chief Operating Officer to be appointed initially on interim basis

Governance and Legal – 3

Future Governance Arrangements



Plymouth City Council (Reserved Matters, Commissioner,
Elected Members)

PAL BOARD of DIRECTORS

CHIEF OPERATING OFFICER

STAKEHOLDER
GROUP

EMPLOYEE
REFERENCE
GROUP (Lead Reps)

Overview of Key Issues and Risks - Strategic



- Participation Levels back to pre-covid levels. Certainly venues at Brickfields look particularly under utilised
- Rising utility costs
- Previous lack of workforce strategy and planning
- Capacity to deliver service innovation and developments