



Report for:	Finance & Resources Overview and Scrutiny Committee
Date of meeting:	11 September 2018
Part:	1
If Part II, reason:	

Title of report:	Leisure Contract KPI's and first quarter performance
Contact:	David Collins, Portfolio Holder for Corporate & Contracted Services Author/Responsible Officer Ben Hosier (Group Manager – Procurement & Contracted Services) Victoria Coady (Commercial Contracts & Supplier Relationship Lead Officer)
Purpose of report:	<ol style="list-style-type: none"> 1. To provide Committee with an overview of the implementation and mobilisation of the Leisure Services contract. 2. To provide Committee with an overview of the governance arrangements that have been set up to monitor, review and report on the performance of the Leisure Services contract including the agreed set of contractual Key Performance Indicator's. 3. To provide a report on the performance of Everyone Active over the first quarter of the contract.
Recommendations	<ol style="list-style-type: none"> 1. That Committee acknowledges the work that was undertaken throughout the implementation and mobilisation period by Everyone Active. 2. That Committee supports the governance arrangements that have been set up to monitor the performance of Everyone Active, including the KPI's. 3. That Committee notes the performance of Everyone Active during the first quarter of the contract.
Period for post policy/project review	It is suggested that the performance of the Leisure contract is presented to this Committee on an annual basis.
Corporate objectives:	Clean, Safe and Enjoyable Environment – Leisure provision is central to delivering a borough that people can enjoy. This performance of Everyone Active will help ensure our approach continues to meet the needs of current and future residents
Implications:	

<p>'Financial'</p> <p>'Value for money'</p>	<p><u>Financial</u></p> <p>From year 2 of this contract Everyone Active will begin to deliver significant value for money through an increasing financial return to the Council. It is important that the performance of this contract is monitored, reviewed and continuously improved to ensure that the quality of service remains at an acceptable level.</p> <p><u>Value for money</u></p> <p>The performance of Everyone Active is monitored against the contractual performance standards and KPI's and failure to deliver the service to the agreed performance levels will result in a number of 'failure points' being calculated on a quarterly basis. The number of 'failure points' that are calculated are directly linked to a 'performance payment' that Everyone Active will need to make to the Council.</p>
<p>Risk implications</p>	<p>Operational risks are reviewed and discussed at the monthly operational board meeting and taken to the strategic board if deemed necessary.</p> <p>Strategic risks are reviewed and discussed at the quarterly strategic board meeting.</p>
<p>Community Impact Assessment</p>	<p>A Community Impact Assessment was carried out in December 2017, the KPI's reflect the CIA and will be reviewed and monitored on a regular basis.</p>
<p>Health and safety Implications</p>	<p>Health & Safety is of paramount importance on this contract, and standards are clearly set out in the service specification.</p> <p>Health & Safety is monitored and reported on from a customer perspective, the buildings perspective and the EA staff perspective.</p> <p>Health & Safety is reviewed and discussed at the monthly operational board meeting and taken to the strategic board if deemed necessary.</p> <p>Health & Safety is reviewed and discussed at the quarterly strategic board meeting.</p>
<p>Consultees:</p>	<p>Strategic Leisure Board</p> <p>Operational Leisure Board</p> <p>Victoria Coady - Commercial Contracts & Supplier Relationship Lead Officer</p> <p>Alex Care - Community Partnerships Team Leader</p>
<p>Background papers:</p>	<p>N/A</p>

Glossary of acronyms and any other abbreviations used in this report:	DST – Dacorum Sports Trust EA – Everyone Active KPI's – Key Performance Indicators TUPE – Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended)
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Introduction

The Committee will recall that Cabinet awarded a contract to Everyone Active in February 2018 to provide Leisure Services across the borough. The contract included the TUPE transfer of staff from the existing contract with Dacorum Sports Trust and commenced in April 2018.

The contract covers the following sites:

- Hemel Hempstead Leisure Centre
- Berkhamsted Leisure Centre
- Tring Leisure Centre¹
- Jarman Park Athletic Track
- Longdean School Sports Hall¹

¹subject to final agreement on terms, the operations at both Tring & Longdean will be removed from the contract and handed back to the schools to deliver at the end of the first year of the contract, this is at the request of the schools.

In line with recent changes to the matters that are presented to scrutiny committees, the purpose of this report is to update Committee on the performance of one of the Council's strategically important contracts.

This report provides the Committee with assurances that the contract is being managed from both a contractual and commercial perspective and will focus on the following areas:

1. Implementation and mobilisation of the Leisure Services contract.
2. Governance arrangements that have been set up to monitor, review and report on the performance of the Leisure Services contract including the agreed set of contractual Key Performance Indicators.
3. Report on the performance of Everyone Active over the first quarter of the contract.

The Committee are actively encouraged to review the governance arrangements with particular emphasis on the KPI's.

This report will provide a robust and transparent conclusion as to the performance of the Leisure Services contract and in addition will make appropriate recommendations for performance improvements.

Key Issues

1. Contract Implementation and Mobilisation

- 1.1 During the tender process and moreover during the contract implementation phase it became apparent that the Council did not have access to all of the relevant management/performance data for the leisure sites covered by this contract. This resulted in an unclear picture for both the Council and EA from the commencement date and has caused unnecessary complications for customers.
- 1.2 EA have reported that the first quarter of the contract has been challenging but successful. The mobilisation timeframe was short and as such the priority was to ensure that the customer experience did not diminish and that those staff transferring to EA were communicated with as much as possible. There were six colleague presentations and several site visits to Westminster Lodge in St Albans to show how an EA site operates. Very positive feedback was received from staff who felt reassured with the transfer.
- 1.3 All facilities were closed on Sunday 1 April to enable the new site set up which included the installation of:
- booking systems
 - telephone systems
 - payment systems
 - new workstations
 - removal of DST signage and installation of Everyone Active signs.
 - New café installations at Hemel and Berkhamsted
 - Redecoration of key areas at Hemel and Berkhamsted
 - Deep cleans at Hemel and Berkhamsted

The facilities were then re-opened on Monday 2 April. Limited changes took place at Longdean or Tring because of the position of the contract.

Training of key staff also took place and lifeguards had to do competency and assessment training in the pools to ensure they were fully qualified as a lot of paperwork was missing and lifeguards were not allowed on to poolside without this being in place.

- 1.4 Everyone Active have advised that although it had not been an easy mobilisation or start to the contract, overall they are pleased with how it has gone. They were expecting more customer frustration with the changes and although some have been experienced, it has mainly been around the waiting list process and group exercise programme.

The group exercise waiting list process has been the key negative feedback area. Previously customers were used to receiving calls whilst on a waiting list, Everyone Active use an automated system where anyone who is on the waiting list receives emails to let them know of available spaces for the 7 days ahead of the class. Initially phone calls were not included as staff were having to deal with numerous other queries but this is something that has now been introduced which has led to the negative feedback stopping.

- 1.5 Workforce reduction and redundancies took up a lot of time in the first few weeks, 29 of the transferred staff requested voluntary redundancy, of which 27 were accepted. This has led to management focussing on staff morale, but in general it was felt this went as well as it could. All staff have gone through the company induction.

Staffing resources have been reviewed at the sites and General Managers have been recruited, all are residents of Dacorum and have good local knowledge.

- 1.6 From visiting the sites, it was observed that there were areas of the building where repairs and maintenance of the buildings and equipment had not been adequately carried out. The main priority was to ensure all the statutory inspections have taken place and a condition survey carried out. There have been several maintenance issues highlighted but these have either been rectified or Everyone Active is working closely with DBC to rectify them.

The main issues initially were as follows:

- Berkhamsted - the sauna, showers and taps and pool hall tiling
- Hemel - air conditioning and outdoor pool outlet drain cover
- Jarmans - men's toilets
- Longdean - brick wall
- Tring - pool floor tiles

There is also an ongoing issue with the leaking roof at Berkhamsted which is currently being investigated.

2 Governance Arrangements

- 2.1 This contract is of significant importance to the Council from a financial and service perspective and requires an appropriate level of governance. It includes the provision of a management fee that is paid by the service provider to the Council. The value of the management fee over the first 10 years of this contract represents a substantial level of income to the Council. The Service Provider will also invest £2.3M on capital improvement works across the Hemel and Berkhamsted leisure centres.
- 2.2 The lack of existing management/performance data and the requirement to improve the repair and maintenance of the buildings and equipment has highlighted that a tighter performance and facilities management regime is required. The simple fact that this contract has been awarded following a robust procurement process has enabled the relevant performance standards and indicators to be built in to the service specification and will help the Council to monitor, review and report on the contract, however, due to the lack of current data, the performance of the contract during the first year will be used to produce baseline information from which future KPI's will be measured against.
- 2.3 The governance arrangement that have been set up for this contract include an 'operational board' that meets on a monthly basis. The 'operational board' meeting is chaired by the officer with the day to day contractual and performance responsibility for the contract and the remit of the board is set out in the terms of reference. In addition to the chair, the other Council attendees to this board include officers with the day to day responsibility for the service delivery outcomes of the leisure service, attendees from EA include the area manager and the general managers from each of the leisure sites. All meetings are recorded and minutes are produced and sent round to all attendees, this board focusses on the following operational issues:
- Operational update from EA
 - Community Groups
 - KPI's
 - Finances
 - Repairs & Maintenance
- 2.4 In addition to the 'operational board' there is also a 'strategic board' which has initially met on a monthly basis during the implementation/mobilisation phase, but the intention is for this board to meet on a quarterly basis. The 'strategic board' is chaired by the Group Manager Procurement & Contracted Services and the remit of this board is set out in the terms of reference. In addition to the chair, the Council attendees to this board include the Leader, 2 Portfolio Holders, the Chief Executive, Corporate Director Finance, Solicitor to the Council, Group Manager with the strategic responsibility for the outcomes of the leisure service, attendees from EA include the regional director, contract manager and the area manager. All meetings are recorded and minutes are produced and sent round to all attendees, this board focusses on the following strategic issues:
- Member Questions
 - Performance Report
 - KPI's
 - Contractual Matters

2.5 The contract has been specifically written so that EA are required to demonstrate their compliance with the following 'performance standards' that have been included as part of the service specification on a quarterly basis:

- Opening Hours
- Activity Programming
- Customer Service
- Marketing & Publicity
- Event Management
- Catering & Vending
- Incident Reporting
- Cleaning
- Environmental & Energy Management
- Maintenance of Buildings, Plant & Equipment
 - Grounds Maintenance
 - Water (Hot and Cold Installations)
 - Drainage
 - Ventilation
 - Heating
 - Lighting
 - Pool Water Quality
 - CCTV & Security
- Staffing
- Health & Safety
- IT Systems & Data Protection
- Business Records & General Reporting
- Operating Performance & Financial Reporting

In addition to these performance standards, there are outcome-based annual KPI's, which cover the following areas:

- Quality Management
- Inclusive Fitness Initiative Mark
- Sports Development
- Pricing

2.6 Where a performance standard or KPI failure has been identified, EA will be allowed a period of time to rectify this failure as set out in the contract. The rectification periods range from zero hours through to one week depending on the standard or KPI that has failed. Should EA be unable to rectify the failure within the applicable period, they will be awarded failure points, which will be accumulated for each month and reported on each quarter. The failure points accumulated each quarter can result in a performance payment as set out below:

FAILURE POINTS during the Contract Quarter	PERFORMANCE PAYMENT (indexed)
Up to 20 points	None
21 to 25 points	£250
26 to 30 points	£500
31 to 35 points	£1,000
36 to 40 points	£2,000
41 to 45 points	£4,000
More than 45 points	£8,000

2.7 The contract also covers the following quarterly KPI's, which in the absence of any management/performance data, will be used to gauge a baseline to enable future KPI's to be set and measured against from September 2018.

Strategy Commitment	Key Outcomes	Measurements (KPIs)	2018/19 Targets
Promote participation in sport and physical activity for inactive people	Increase overall levels of participation in physical activity	Total number of member visits attending each of the DBC leisure facilities per year	413,000
		Total number of casual users attending the DBC leisure facilities per year	307,000
	Increase activity levels amongst vulnerable or hard to engage groups	Total number of users receiving concessionary membership (including Dacorum Card)	2,000
		Total number of visits of concessionary card holders (including Dacorum Card)	40,000
		Minimum % of members who are female	50%
		Minimum % of casual users who are female	55%
		Minimum % of members who are registered disabled	TBC
		Minimum % of casual users who are registered disabled	0.2%
		Minimum % of members who are BAME	8%
		Minimum % of casual users who are BAME	2%
	Increase the number of DBC leisure members	Minimum % of members who are 60+	12%
		Minimum % of casual users who are 60+	12%
	Support campaigns to raise awareness of the benefits of exercise	Annual number of leisure memberships	4,750
		Minimum number of leisure campaigns promoted each quarter	2
Working in partnership with clubs, National Governing Bodies (NGBs) and other key stakeholders	Support increased participation in clubs	Successful delivery of the agreed Sports Development and Outreach Plan	Yes
		Number of different clubs using the DBC leisure facilities per quarter	30
	Strengthen relationships with key partners including clubs, schools	% of available time used by clubs versus casual users/members: o Swimming o Sports hall	Maintain current levels
		Club satisfaction (6 monthly survey)	80% satisfaction
		Investment in activities to promote or support clubs per year	Support at least 10 sports clubs per year with at least £2,500 in finance or in kind support (total amount)

Strategy Commitment	Key Outcomes	Measurements (KPIs)	2018/19 Targets
Ensure that we provide high quality sporting infrastructure, which can be accessed by all members of the community	Deliver a high quality leisure experience	Achieve Quest accreditation	achieved by 31st March 2019
		Achieved standards in maintenance and facilities management	100% Completion
	Increase user satisfaction	Complaints per 10,000 visits	0.5%
		Accidents per 1000 visits	0.5%
	Invest in improvements to the facilities	Total number of cancelled memberships each month	6%
		Delivery of the Required Outcomes, Performance Standards and Reporting Requirements as outlined in the service specification by target date: <ul style="list-style-type: none"> o Schedule of programmed maintenance o 5-year maintenance plan o Marketing plan o Participation targets o Pricing Schedule o Programmes of Use o Cleaning Schedule o Environment Management Plan o Staff Training plan o Emergency Plan o Event Management Plan o Quest Action Plan o Holiday Activities Programme o Independent Water Testing 	As specified in the contract
Developing sporting provision and activity at a local, regional, and national level	Improve opportunities for people to remain active	Number of people attending sporting referral programmes/pathways	15
	Increase opportunities for people to progress to higher levels of physical activity	Number of activity leaders/champions/coaches recruited and trained to support activity delivery	10
Increase the profile and reputation of sports in Dacorum	DBC is seen as a 'home' of sport	Number of sports and leisure events supported per quarter	1

3 Performance Report Q1

3.1 Membership and Utilisation Data

Throughput Summary

Site	April 18	May 18	June 18	Q1 Total	Profiled EA Bid ²
Hemel LC	41,916	45,788	46,270	133,974	178,254
Jarman Park	1,649	3,711	2,913	9,797	3,279
Longdean SC	2,382	2,913	1,776	2,951	6,993
Berkhamsted LC	17,796	18,931	18,263	54,990	82,229
Tring SC	3,462	2,560	2,892	16,868	18,002
Total	67,205	73,903	73,638	214,746	288,757

² The profiled throughput simply shows 3 months of the projected visitor numbers, EA have advised that throughput fluctuates during the year and Q1 is not typically one of the busier quarters.

Fitness Membership Totals

Whilst the overall membership base has declined, this is normal at the start of a new contract. This usually happens because all members are contacted to notify them of the change of direct debit collector. We then normally see around 7% of members who are not using the facility cancel their direct debits at the bank, we have seen a 6.16% attrition over Q1.

New Fitness Sales

We are delighted to have 762 new members in the first quarter across the contract and we expect this to continue in the coming months with the Hemel Hempstead refurbishment underway and a great joining offer and marketing plan.

3.2 Operational Income and Expenditure

The commercial aspect of the contract shows that although throughput is lower than expected at Q1², income is on track with EA projections. Overall expenditure is slightly higher than expected at this stage, but it is normal for expenditure to be higher in the first few months of a contract and then settles down.

3.3 Capital Investment

Everyone Active have invested £1.3M in an extensive capital development programme across Hemel Hempstead Leisure Centre. The programme started on 8 June and will be completed on 21 September. An exciting launch will be held on 22 September which will be a free family fun open day.

The refurbishment consists of a brand new membership area, extended new gym and spin studio with state of the art equipment. The changing rooms will be refurbished with redecoration to circulation areas. A new studio has also been created, a further studio will be fully refurbished and the mind and body studio will undergo re-decoration.

A further £1M of capital development is earmarked for Berkhamsted Leisure Centre and will be programmed in once the outcome of the recent DBC feasibility study into Berkhamsted Leisure Centre is known.

3.4 Customer Feedback

Customer feedback overall has been very positive. Customers have taken the time to inform EA how the cleaning standards have improved across all sites which has come from the deep cleans carried out on 1st April 2018 and the ongoing management of cleaning and housekeeping standards from the management team.

All sites have new signage installed which has freshened up the look and feel of the centres. Hemel and Berkhamsted have also been decorated in key front of house areas which has been well received.

Inevitably there has been some negative feedback received mainly due to policies/procedures which have changed, or inherited maintenance issues. The showers and sauna were out of use at Berkhamsted at the start of the contract which were both repaired as soon as possible but did receive negative feedback. Customers understood the situation and were appreciative of both issues being repaired to a very high quality.

Social media has been an excellent method to communicate with users and receive feedback. With a varied amount of content to engage followers, news feeds are a mix of centre notifications, community news, centre updates, competitions and information on what is available to customers. It is also an informal channel for customers to get in touch with EA with any enquiries. So far through social media EA have been able to support member achievements, local events and charities, such as London Marathon participants, Swimathon, The Hospice of St Francis Midnight Walk and Armed Forces Day.

3.5 Major Accidents and Incidents

Risk assessments and lifeguard zone visibility tests were carried out pre-contract as much as possible when site access was granted. As a result of the lifeguard zone visibility tests lifeguard positions were changed at both Hemel and Berkhamsted. Lifeguard provision has also been increased at Hemel LC to ensure pool safety meets the HSG179 guidelines.

Site Safety Coordinators (SSC) have been appointed at each centre and full training has been given to them. All senior managers and site safety coordinators attended the corporate Health and Safety seminar meeting in May 2018. The seminar occurs every 6 months and is a forum for communicating changes and updates to policies and procedures and review standards.

Site	Total Site Attendance	Customer Accidents	Monthly Accident Rate per 10,000 Visits
Hemel Leisure Centre	133,974	41	3.06%
Berkhamsted Leisure Centre	54,990	16	2.90%
Longdean School	7,071	0	0.00%
Tring School	8,914	9	10.10% ³
Jarman Park Athletics Track	8,273	1	1.21%
Total	213,222	67	3.14%

³ There is no particular reason that Tring has a higher % than the other sites. We had 3 sporting injuries which are accidents such as tackles in football, sprained ankles etc., 5 other injuries such as nose bleeds, feeling faint etc.

3.6 Maintenance Programme Update

The priority within the first quarter was to ensure all statutory inspections were conducted and an initial condition survey carried out. There have been various maintenance issues highlighted from the inspections and surveys which EA have addressed or are working closely with the Council to rectify.

The following is a list of the inspections and maintenance completed across all sites between April - June 2018.

Hemel Hempstead Leisure Centre	
Statutory Inspections	Responsive Maintenance
Legionella Risk Assessment	Outdoor pool outlet cover not in place and covered with a mat. Cover was ordered and replaced
Fixed Wire	Hair dryers not working / wired properly. New hair dryers installed on 1st April
Emergency Lighting	Moveable floor
PAT & FAT	Squash Court Flooring
Lightening Protection	Redecoration to Entrance, Reception & Café area
Sports Equipment	Replacement of seating next to pool entrance
	Replacement of PA System
	Replacement of Gym Music System Amplifier

Berkhamsted Leisure Centre	
Statutory Inspections	Responsive Maintenance
Legionella Risk Assessment	Wet side showers repaired and refurbished
Fixed Wire	Sauna heating element replaced
Emergency Lighting	Sauna benches condemned and refurbished
PAT & FAT	Air conditioning unit in the gym faulty and repaired
Lightening Protection	Redecoration to Entrance, Reception & Café area
Sports Equipment	Various Light bulbs across the site replaced
	Ongoing Tiles coming away from wall on Poolside being managed accordingly
	New Bunds for Pool plant room installed
	Site redecorated in main thoroughfare routes
	Repair to dry equipment such as Badminton nets

Tring Leisure Centre	
Statutory Inspections	Responsive Maintenance
Legionella Risk Assessment	Pool floor tile cracked and made good
Sports Equipment	Broken glass repaired on Fire exit

Jarman Park Athletics Track	
Statutory Inspections	Responsive Maintenance
Legionella Risk Assessment	Investigation of faulty track lighting
Fixed Wire	
Emergency Lighting	
PAT & FAT	
Lightening Protection	
Sports Equipment	

Longdean Sports Centre	
Statutory Inspections	Responsive Maintenance
Legionella Risk Assessment	Leak into plant room repaired
Fixed Wire	Lift faulty and repaired
Emergency Lighting	
PAT & FAT	
Sports Equipment	

3.7 Sports and Physical Activity Development Plan Progress Update

EA's priority in the build up to the start of the contract was to ensure all existing schemes and programmes continued as normal. During the colleague engagement events EA were informed the team were instructed to cease any activity for post 1st April 2018. EA asked that they informed all groups that their programmes would continue as normal which they did.

EA met with the existing team to understand what is currently happening in the community and ensure that procedures and policies were in place where required. EA have been recruiting for the new Active Communities Manager and Active Communities Coordinator which have both been successfully recruited.

These roles will further develop the Sports and Physical Activity Development Plan which will link in with the Council Sports and Physical Activity Strategy when it has been finalised.

3.8 Event Management Progress Update

EA have met all clubs within the first few months to understand their booking requirements and ensure all of their booking dates are in the diary. Some of the key clubs that have been met include:

- Swimming clubs – Hemel, Berkhamsted and Tring
- Hemel Storm
- Puffins
- Ministry of Air
- Dacorum and Tring Athletics Club
- Sapphire Gymnastics
- Apex Multisport
- Boxmoor Pre School

When meeting the clubs, EA have discussed ways in which they can support them moving forward including the programming, sponsorship, facilities, and event management.

Events Held

Herts County Championships – Jarman Park

Over 500 visitors attended the event with more than 200 athletes taking part making the county championships the biggest event of the athletics calendar. The event was managed very well by the team and we received glowing feedback from the competitors, spectators and officials.

Hemel Storm Match Days – Hemel Hempstead Leisure Centre

The team have good experience managing these events and it was good to see the team and event in action. We are now working closely with the club to make these events much better for the team and spectators, including better event catering, introducing a bar, and hospitality for players and VIP's.

Swimming Galas – Hemel Hempstead Leisure Centre

The team have good experience managing these events. Again it was good to see the set up and how we can improve the event management moving forward. This is mainly regarding to the catering / event catering options.

Dance Competition – Hemel Hempstead Leisure Centre

A large scale dancing competition was held in May, the event went very well with 200 children and 300 adults in attendance

Baby and toddler fair – Hemel Hempstead Leisure Centre.

This was a brand new booking for the site, the main hall was transformed into an array of colourful stalls seeing all you could need for the younger members of the family.

Antiques Fair – Berkhamsted Leisure Centre

Not a typical event held in a leisure centre however this event showcased what can be achieved in a sports hall, this had seen over 200 people attend over the day and another 3 bookings have been made for the rest of the year.

Below is a list of the upcoming events which EA are organising.

- Herts Learning Disability Games - Jarman Park (15 Sept 2018)
- Ultra White Collar Boxing – Berkhamsted (18 Aug and 1 Dec 2018)
- Marcel Fairs – Berkhamsted (30 Sept and 30 Dec 2018)

Conclusions:

Overall the performance of EA demonstrates that they are delivering a good level of service and are beginning to improve the leisure services that are being provided across the borough.

It is clear from the above report and from regular contact with EA that they have mobilised and implemented this contract with a minimum level of disruption to customers. The implementation phase has identified a number of issues as a result of the previous contract and EA and the Council are working together to resolve these.

The governance arrangements that have been established appear to be appropriate for a contract of this size and nature and are set up so that they will be able to identify and address any issues or concerns with the performance of the contract regarding the service outcomes, statutory compliance, strategic commitments and the commercial aspects.

The KPI's are fit for purpose and will ensure the performance of EA is measured against set criteria and will also deliver a baseline of performance data that will enable new and/or improved KPI's to be developed in the future to encourage continuous improvement in both performance and service outcomes.

The commercial aspect of the contract demonstrates that EA are on track to deliver the contract in line with their tender submission.

EA are delivering the planned and preventative maintenance programme, but have identified a number of issues which require rectifying, these issues have been considered by both EA and DBC and plans to resolve these issues are now in place.

Although this is very early days of the contract, EA look like they are progressing well with the contract and continue to work with the Council, clubs and the community to deliver the Council Sports and Physical Activity Strategy

Recommendations

The recommendations for this Committee in relation to the Leisure Contract KPI's and first quarter performance are set out below.

1. That Committee acknowledges the work that was undertaken throughout the implementation and mobilisation period by Everyone Active.
2. That Committee supports the governance arrangements that have been set up to monitor the performance of Everyone Active, including the KPI's.
3. That Committee notes the performance of Everyone Active during the first quarter of the contract.