



Project Closure and Handover Report

Leisure Services Review

Introduction

The purpose of this report is to note the achievements of the project and any lessons learnt, as well as formally recommending the Leisure project for closure.

It documents project and handover information for the ongoing support of the new strategy for the service, new ways of working, processes and systems.

The aims of the project were established in April 2017 and are recorded in the PID. In brief our aim was to review the Council's role in supporting and providing leisure opportunities in the borough and to explore alternative options for delivery of the leisure service.

The project outcomes cover:

- Achieving a minimum saving of £900k per annum
- Transfer of the management of the three major leisure sites to a third party operator
- Transfer of Edgbarrow and Sandhurst sports centres to the respective school sites
- Renegotiation of leases at Harmanwater Swimming Pool and Horseshoe Lake at a nil cost to the Council as a minimum
- Ensuring leisure services of an equal quality are available to our residents
- Removal of subsidy at The Look Out

The ongoing governance and management of the leisure contract is shown in the Handover section of this report. This report will be endorsed by the project board who will recommend the project for closure to the Transformation Board. The report will then be published on the Transformation pages of *Doris*

Project Plan and Key Milestones

The following table outlines the key milestones in the project.

Key Milestones	Planned Completion Date	Actual Completion Date	Notes
Completion of Analyse Phase	May 2016	July 2016	Gateway Review held 14 July 2016
Completion of Plan Phase	December 2016	December 2016	Gateway Review held 8 December 2016
Executive approval on procurement plan for transfer of leisure sites	February 2017	February 2017	
Edgbarrow & Sandhurst Sports Centres transferred to schools	April 2017	April 2017	No ongoing contract management.
Removal of subsidy at The Look Out	April 2017	April 2017	Retention and improvement of catering function.
Selection stage	March 2017	April 2017	Four bidders were selected to tender
Tender documents released	April 2017	April 2017	Dialogue meetings were held during tender period
Tenders received	July 2017	July 2017	Evaluation of tenders was completed by project team and specialised officers
Selection of preferred bidder	September 2017	August 2017	
Executive approval to award contract	November 2017	November 2017	
Contract start date	March 2018	March 2018	Mobilisation began in December 2017
Renegotiate lease for Horseshoe Lake	March 2018	n/a	This is now being considered as part of the Parks & Countryside Review
Renegotiate lease for Harmanswater Swimming Pool	July 2018	In progress	Negotiations have begun in readiness for lease expiration date

Financial Benefits Achieved

The table below outlines the financial benefits already achieved through the leisure project and the timelines related to the benefits.

Benefit Description	Target Value	Net Achieved Value	Target Date	Achieved Date
Transfer of Edgbarrow and Sandhurst sports centres to the respective schools in order to achieve a financial saving.	£180k p.a.	£180k p.a.	April 2017	April 2017
Retention of café at The Look Out and elimination of any subsidy.	£50k p.a.	£115k p.a.	April 2017	April 2017
Transfer of the management of the three major leisure sites to a third party in order to, as a minimum, eliminate operational deficit	£399k p.a.	Exceeded	March 2018	March 2018
TOTAL	£629k p.a.	In excess of £694k p.a.		
Additional Management fee to be received as a result of Investment at Bracknell Leisure Centre (offset against debt charges to reach net figure).	In excess of cost of capital of £314k per annum (average)	Exceeded	n/a	

Non-Financial Benefits Achieved

The table below outlines the non-financial benefits already achieved through the leisure project and the timelines related to the benefits.

Benefit Description	Target Value	Achieved Value	Target Date	Achieved Date
Identified groups and clubs will continue to have the same level of access as they did under BFC management.	Same level of access	Same level of access	March 2018	March 2018
The use of the e+ card will continue to be available	E+ card available	E+ card available	March 2018	March 2018
A partnership approach with any potential contractor will be sought.	n/a	n/a	March 2018	March 2018

Benefits to be Realised

The table below outlines the benefits yet to be realised and are to be handed over to the following for monitoring and reporting progress.

Benefit Description	Target Value	Owner	Target Date
Renegotiation of Lease for Harmanswater Swimming Pool	£10k rental expected from July 2018	Gareth Jones	July 2018
Continuation of at least the same level of service across all leisure sites irrespective of who is managing them.	Compliance with the service specification	Nick Smith	31 March 2019
Investment in existing facilities both in terms of income investment and longer term strategic investment.	Council investment at Bracknell Leisure centre in 2018/19.	Nick Smith	31 March 2019
An increase in overall participation figures at Bracknell Leisure Centre, Coral Reef and Downshire Golf Complex.	BLC – 694,200 visits CR – 531,304 visits DGC – 111,100 visits	Nick Smith	31 March 2019
Increase in participation by target groups e.g. over 55 and children.	Above baseline recorded for 2017/18	Nick Smith	31 March 2019

Risks, Issues and Change Control

Risks *[List outstanding risks and where ownership for them now sits, plus any new risks in transferring to BAU.]*

Risk	Risk Owner
Incoming contractor does not deliver against services specification	Nick Smith
Changes to pension contribution rates affect the level of management fee payable	Stuart McKellar
Reconciliation process for utilities could affect the level of management fee payable	Nick Smith
Completion of essential maintenance works will affect the level of management fee payable should they not be completed in accordance with agreement.	Steve Caplan

Issues *[List outstanding issues and where ownership now sits.]*

Issue	Issue Owner
Unregistered land within lease plans to be registered with Land Registry by Legal and Property Services.	Lee Clark & Helen Brewster
Investment at Bracknell Leisure Centre to be agreed by Full Council on 23 May 2018.	Vincent Paliczka

Change Control *[Were there any changes in the specification once the PID was signed off? If so, list and briefly explain.]*

Item	Owner
The services specification was created using input from the project sponsor, project team, elected members and key staff prior to the release of the tender documents.	Nick Smith

Lessons Learnt (1)

What would we do again?

- Involvement of elected members as part of the Gateway Review process was vital to ensure member understanding and support for the proposals
- Utilise specialist external advice for complex projects whenever possible
- Regular engagement with staff and the public providing an honest view of the situation and likely outcomes
- Engagement with stakeholders using a variety of methods – public briefings, email, social media, posters and flyers.
- Involvement of specialist officers from Procurement, Finance, HR and ICT in the project team ensures that the relevant support services are bought into the process and take ownership
- Structure of weekly team meetings with clear team roles and Issues log ensured the pressure remained
- Monthly Project Board meetings worked well
- The shortening of the initially lengthy Gateway Review reports and other project documentation was beneficial
- Exploration of additional opportunities such as investment to enhance the service provided to users

Recommendations for Transformation Programme / Programme Management Team:

- Try to simplify the process or remove the need to bid for project funding that is essential
- Ensure the analyse phase is an appropriate length for the project
- Continue to produce shortened reports such as Gateway Review Reports as these have been better received than the previously lengthy documents
- Clear delegation of tasks and establish shortest reasonable gap between team meetings to maintain pressure and avoid 'project drift'

Lessons Learnt (2)

What would we do differently?

- Earlier engagement with external legal advisors as timeliness of responses can vary
- Dedicated internal lawyer would have been advantageous to have oversight of the external lawyers and provide ad hoc advice in order to avoid unnecessary costs
- The level of comments from lawyers and incoming contractor in relation to complex contracts should not be underestimated
- Where property issues are involved a Property Services representative on the project team would have been advantageous in order to ensure ownership and reduce delays
- It should be noted that certain expertise in areas such as VAT, Pensions and Utilities are not available within BFC which can create additional expenditure on external advice or result in incorrect decisions being made
- The quality of data within the Council's systems should be considered if any data transfer is to take place.
- Due to level of resource within support services, requests for finance and HR support should be sought earlier.
- Lessons learnt should be regularly captured throughout the life of the project.

Project Feedback

Sponsor Comments

The ambitions for the Leisure Services review have been achieved with outcomes that are positive for the council and customers with the only negative transformation being the reduction in customer access at the dual-use sports centres, although a substantial sum was saved. With the prospect of post-contract investment at BLC and potentially DGC, the future leisure services for users looks very promising and BFC finances improve too. The hard working and dedicated team who collectively produced the outcomes are to be commended.

Key User Comments

This was a highly complex and large piece of work which was only completed as a result of the diligence and commitment of a dedicated project team. At times the level of detailed knowledge required on areas such as pensions, property and legal meant that significant reliance was placed on external support. As a result of the successful outsourcing a significant amount of awareness has now been created internally which could be used for future projects.

Review of project manager and project team performance

Project Management support was provided by Sarah Kingston in the Transformation Team and efficient administrative support was provided by the PA to Director of ECC. The project team worked cooperatively and effectively throughout the life of the project to deliver the desired outcomes and benefits. External support was provided by Kevin Franklin of Activist group who contributed significantly to the success of the project.

Final Financial Settlement

Breakdown of cost of delivering the project

Details of Costs	£'000
Activist support	£86k
Specialist Legal Advice	£32k
Pension Data	£2k
VAT advice	£8k
Meeting costs	£3k
Mystery visit reports	£2k
Project Management Costs	£61k
Total Cost of Project	£194k

Handover

The project has been concluded and handed back to business as usual. Nick Smith will be the officer responsible for contract management going forward.

The first formal quarterly monitoring report is scheduled at ECC DMT on 7 August 2018 with Cllr Iain McCracken in attendance. Everyone Active will also attend ECC DMT in April, May and June to provide a verbal update.

An annual plan of action with regard to contract monitoring including quality standards as identified in the specification is being developed. There are also certain elements in the contract where there are annual reconciliations which have been planned for by Nick Smith within the action plan mentioned above. A number of Everyone Active client officers meet on a regular basis which provides an opportunity for learning from others, Nick will attend these.

The only remaining issue to be handed is the requirement to register the unregistered land at two of the sites which is being progressed by Property Services in conjunction with Legal.

It is recommended that an update be brought back to CMT in May 2019 to report on whether the benefits yet to be realised have been achieved and the outstanding issue resolved.

Project Sign Off

Sign off by Sponsor

Name: Vincent Paliczka

Date: 8 May 2018

Sign off by Project Manager

Name: Sarah Kingston

Date: 30 May 2018

Sign off by Business Representative

Name: Damian James

Date: 3 May 2018

Date of Project Review:

May 2019