10. MINUTES

The minutes of the meeting held on 6th December 2012 were approved and signed by the Chairman.

11. APOLOGIES

An apology for absence from the meeting was received from Councillor Roodhouse.

12. INTRODUCTION TO THE NEW LEISURE CENTRE OPERATOR

The Task Group received a presentation from Chris Symons, Director of Development, GLL, concerning its ethos and vision for the delivery of leisure services on behalf of the Council.

A copy of the presentation is attached at Annex 1 to the minutes.

GLL was established in 1993 and is a Social Enterprise. It has exempt charity status which makes it eligible for VAT and business rate relief. Its employees are shareholders in its business and potentially can become appointed as Board Members in their own right.

The following points were made as part of the presentation:

Developing Partnerships

• GLL always has a long term view of their partnerships
• GLL has its own workstreams, which fit well with the council’s priorities and aims for the new leisure centre
• The charity works closely with employment agencies to provide apprenticeship opportunities, and currently employs 140 apprentices. It currently also has 15 graduates undertaking trainee management courses at its own leisure college.
• GLL is committed to tackling environmental issues and part of its operating ambitions is to reduce its carbon footprint. It has Carbon Trust status.
• GLL provides many programmes and schemes to promote social inclusion to deal with anti-poverty issues.
• It continues to develop programmes to address the national agenda of health and wellbeing.
• GLL considers that the new leisure centre will be a flagship facility for the Borough and for the company.

GLL Delivery

• The company operates under the brand, ‘Better’ and has a delivery strategy of 4 pillars – better service, better people, better communities, better business.
• A new Community Development Officer will be located at the leisure centre.

Rugby – Quick Wins

• The charity is focussed on promoting the use of ICT at its facilities such as self-signing membership pods and fast track kiosks. There will be the facility to book, pay and join online.
• GLL continues to promote free swimming for schoolchildren under 8 despite the national scheme being disestablished. It also provides a ‘Kids for a Quid’ swimming programme.
• It is committed to attaining Quest accreditation within the first year of the new leisure centre opening.
• GLL provides a discount membership for 16-18 year olds.

Working for Rugby – Mobilisation

• GLL has secured a temporary lease of a retail unit in the Clock Towers shopping centre to use as a ‘high street shop’ in order to promote the new leisure centre and its memberships and facilities.
• Positive public relations and communications were essential during the transitional period of the KMLC closing and the new leisure centre starting its operation.
• There would be a four week period following the closure of the Ken Marriott Leisure Centre when there would be no gym facility available to customers. However, GLL had negotiated an agreement with Thornfields Indoor Bowling Club to rent its building from the end of April 2013 until the opening of the new leisure centre for the provision of a temporary gym. A letter would be sent to all current gym members to offer them a discounted membership during this time period.

GLL ‘Inspired’ Agenda

• GLL had recently produced promotional literature on its ‘Inspired’ agenda to deliver a strategy of multiple legacy programmes following the 2012 Olympic Games. The booklet is available on its website - http://www.better.org.uk/assets/lldc/files/pdf/gll_sport_and_social_legacy-342891104bd38781f7351cf996417349.pdf.

• GLL would build on and add to the many good legacy schemes already in place in the Borough to continue to promote the programme.

Further to the presentation the following points were made.

• With regard to the café at the new leisure centre, GLL was committed to promoting health and wellbeing and this would be reflected in the menu choices available. It had a Fairtrade and local supplier policy wherever possible. New stock for the café would be delivered daily as there was limited storage. Special dietary requirements would be catered for at the café.
• A new health-focused member of staff would be employed at the centre, dealing with GP referrals and health and wellbeing initiatives.

• It was acknowledged that high risk medical referral classes such as cardiac rehabilitation groups needed to have a seamless transfer to, and be able to use facilities during the mobilisation of, the new leisure centre. GLL had secured the hire of several rooms in the Borough and these classes would continue at one of these venues throughout the transition period, subject to availability.

• Employees at the Ken Marriott Leisure Centre had received briefings concerning the TUPE transfer to GLL. Representatives from GLL had attended these briefings. The two new posts at the centre will be advertised. Outreach training (from the GLL leisure college) would be provided for transferring employees.

• GLL confirmed that they view high standards of cleanliness as a key element of good customer service.

13. UPDATE ON THE CLOSURE OF THE KEN MARRIOTT LEISURE CENTRE AND TRANSITIONAL ARRANGEMENTS FOR CURRENT CUSTOMERS

The Corporate Property and Building Control Manager gave an update to the Task Group on arrangements for the closure of the Ken Marriott Leisure Centre.

• The contract with the current leisure centre operator, DC Leisure, would be terminated on 31st March 2013 and the Ken Marriott Leisure Centre would close.

• The demolition of the Ken Marriott Leisure Centre would commence as soon as all fixtures, fittings and equipment had been decanted from the building and all appropriate surveys and health and safety notifications had been carried out.

• The Council would take possession of the Thornfields Indoor Bowling Club car park to make surface improvements and layout changes to incorporate it into the leisure centre complex. This car parking area would then be also available for all users of the leisure centre.

• Shepherds Construction is committed to finishing the construction of the new leisure centre for handover to GLL to open in the summer in 2013.

• The Council had taken a weekly advertisement in the Rugby Advertiser through to the end of March concerning the transitional arrangements for the closure of the Ken Marriott Leisure Centre. GLL would be dealing with the majority of communications relating to the transfer arrangements, and were working with the council to join up communications.

14. PROGRESS ON CONSTRUCTION OF THE NEW LEISURE CENTRE

The Task Group received a presentation from Craig Fletcher, Shepherds Construction, concerning progress on the construction of the new leisure centre. Photographs of elements of the site are available on the Council’s website - http://www.flickr.com/photos/rugbybc/collections/72157629399212799/.
The following points were made as part of the presentation.

• The construction programme was at week 54 of 69. The building was now about 95% watertight.

• There was currently a seven week delay on the programme due to the adverse weather conditions during recent months. The delays had been due to the unusually inclement weather and extremely low temperatures, creating inappropriate environments for the use of specific materials. However, Shepherds had a target recovery programme in place which would reduce the delay to four weeks.

• Shepherds Construction was committed to handing over a defect-free new build to GLL.

• Local groups and clubs which used the Ken Marriott Leisure Centre may be invited to use the new facilities prior to the official opening of the leisure centre subject to the availability of the building. This would test the new equipment, fixtures and fittings.

• Phased opening of facilities may be considered if necessary.

15. LATEST BUDGET POSITION

The Task Group was informed that the budget for the scheme was stable and there was a marginal projected underspend on the project. An amount of approximately £6.5 million had been paid to date, on the basis of 12 valuations carried out by the Quantity Surveyor on behalf of the Council. A contingency of £392,000 remained.

16. FUTURE MEETINGS AND WORK PROGRAMME OF THE TASK GROUP

The Task Group was reminded that a site visit had been arranged at the new leisure centre at 5.30pm on Monday 25th March 2013.

It was considered that the Task Group should continue to oversee the project until the opening of the new leisure centre.

It was agreed that two further meetings of the Task Group be held. The next meeting would be held at 5.30pm on Thursday 4th July 2013 in Committee Room 1.

The last meeting of the Task Group would be held in late September 2013 on a date to be arranged.

The Task Group wished to place on record its confidence in the officer project team, and appreciation of the efforts of all involved.

CHAIRMAN
Rugby Borough Council

Date of presentation 07.03.13
Introductions

- Mark Sesnan  Managing Director
- Peter Bundey  Deputy MD
- Chris Symons  Director of Development
- Ben Dixon  Divisional Director
- Steve Hercus  Commercial Director
- Adrian Ballington  Deputy Head Development & Partnerships
Background to GLL

- Formed in 1993 as an Industrial Provident Society
- Exempt Charity Status
- A staff owned charitable social enterprise
- Service driven not profit driven
- Continuous and steady growth since 1996
- UK’s leading and largest leisure operator
- National award winning services (IIP, ISO, NBA, Big Society)
- Manage over 120 leisure facilities
- Turnover £125M+ 400,000 members
- 6000 + staff
- 60+ Quest accredited centres
- Own Leisure College (3,000 students) & hosts the NSA
Developing the Partnership

• GLL believe that working in partnership is vital to success

• Have an understanding and look forward to developing key work streams;
  • Employment and training opportunities
  • Environmental Issues
  • Social cohesions and anti poverty initiatives
  • Sports development pathways
  • Health and activity programmes
  • Creating a top class sports and leisure service

• The 4 GLL pillars links delivery to strategy
GLL Delivery – 4 Pillars

**Better Service**
- Exceeding expectations
- Reputable
- Customer engagement
- Right the first time
- Striving to be the best
- Value for money
- Personal
- Customer satisfaction
- Delivery
- Quality
- Consistent delivery

**Better People**
- Passionate
- Active
- Inclusive

**Better Communities**
- Community engagement
- Social Enterprise
- Accessibility
- Green
- Inclusive
- Sporting legacy
- Working in partnership
- Well being
- Local
- Social benefits
- Charitable

**Better Business**
- Innovative
- Stable
- Affordable
- Ambitious
- Performing
- Investment
- Sustainable
- Success
- Partnership
- Trustworthy
Quick wins for Rugby

- Capital Equipping and ICT
- Free Swimming & Kids for a Quid
- Local Employment Initiatives
- Quest accreditation within 1 year
- IFI Accreditation / Inclusive & Active 2 / Inclusivity Card / English Federation of Disability Sport Tutors
- 16-18 Pre-paid Membership Option
- Sport Foundation Support / BOA Open Scheme
- Customer Contact Centre
- Leisure College / National Skills Academy programmes
Working for Rugby – Mobilisation

- Extensive experience - 16 new builds in the past 3 yrs
- Specialist mobilisation team lead by John Amatt
- TUPE staff in April 2013; training plans, outreach, promotions and pre opening
- Assist the Council with reaching practical completion
- GLL will work flexibly to accommodate PC
- Establish a clear and positive PR & comms message
- Establish a high street ‘sales’ shop
- Relocate existing members to a temporary gym
- Deliver a smooth and professional contract transfer
- Launch an exciting flagship facility that becomes a beacon of good practice
Working for Rugby – Membership Options

• Pricing that accounts for local market needs
• A pricing structure and membership increase participation
• Development of technological innovations
• GLL will continue the RBC Leisure Pass
• Through our ‘Better’ membership structure we will promote social inclusion GP Referral Scheme

Better Membership Structure
Inclusive Membership – for disabled users
Discounted over 55’s membership
Student membership
Corporate membership
Adult and junior memberships
## Working for Rugby – Operations

<table>
<thead>
<tr>
<th>Section</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reception</td>
<td>X 2 fast track kiosks, self sign up pods, access control</td>
</tr>
<tr>
<td>Café</td>
<td>Healthy eating options &amp; nutritional information available</td>
</tr>
<tr>
<td></td>
<td>Fair trade / local suppliers (where possible)</td>
</tr>
<tr>
<td></td>
<td>Scores on the doors in 12 months</td>
</tr>
<tr>
<td>Climbing Wall</td>
<td>High Sports specialist management support</td>
</tr>
<tr>
<td>Sports Hall</td>
<td>Support of NGB programmes (no strings attached/ back to netball/ BGA)</td>
</tr>
<tr>
<td>Pools</td>
<td>Swim safely standards</td>
</tr>
<tr>
<td></td>
<td>ASA Beacon ‘best practice’ and club pathways</td>
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<tr>
<td></td>
<td>Significant swim school programme</td>
</tr>
<tr>
<td>Gym and Studios</td>
<td>Core business driver but includes for targeted memberships and programmes</td>
</tr>
<tr>
<td>Athletics</td>
<td>Development pathways with clubs and school</td>
</tr>
<tr>
<td></td>
<td>Introduce Track Stars and UKA levels 0 – Gold &amp; Run England schemes</td>
</tr>
<tr>
<td>Online Support</td>
<td>New web interface, book and join on line, call centre support</td>
</tr>
</tbody>
</table>
Adding Value – GLL Inspires

**Sport and Activity**
- Raising Participation
- Talent Pathways
- GLL Sport Foundation
- Sports & Activity Brands
- Sports Development & NGBs

**Community, Health & Inclusion**
- Young People
- Free Swimming
- People over 55 years
- Disability Sport
- Health Intervention

**Economic and Skills**
- Reinvestment into Legacy
- Employment & Career Opportunity
- Skills development
Reporting and KPI’s

• Annual User Survey
• Leisure Client Audits
• Sport England National Bench Marking Survey
• Customer Service Excellence Accreditation
• Monthly Customer Satisfaction Report Monitoring
• Operational / Developmental and Strategic client meetings
Summary

- Long term stable partners
- We share a solutions based mentality
- Service not profit focussed
- Shared opportunities if we over perform
- QDJC is our showcase centre in the region
- High value direct management and support
- Exciting times ahead.
Questions and Discussion