Mid Suffolk Leisure Procurement

- Procurement options for leisure
- Where we are now and how we got here
- What are our options?
- Next steps
Leisure Procurement

- Historical context
- Current Contract SLM Ltd from 2005
- No other established Trusts in Suffolk
- Other Suffolk Authorities
- 2005 Abbeycroft established
- 2007 South Suffolk Leisure established
Where are we now?
• Less than 2 years to go
• Options Appraisal
• Not just a facility Management Contract
• Deliver wider LSPA Strategy
• Health and Wellbeing
• Working with key Stakeholders
Leisure, Sport and Physical Activity Strategy

Vision and Mission

• “Mid Suffolk and Babergh will support and inspire their communities to be more active and achieve a better quality of life.”

• “We will encourage and enable improved access to local facilities, infrastructure, countryside and cultural opportunities in order to actively support the improvement of health and wellbeing within our communities.”
Leisure Procurement

Leisure, Sport & Physical Activity Strategy

Overall Aim

“To support and enable increased levels of sport and physical activity participation across Babergh and Mid Suffolk, to support the improvement of health and well-being within our communities, particularly those from disadvantaged groups.”
Leisure, Sport & Physical Activity Strategy

Strategic Priorities

1. Increase the number and frequency of children, young people (1-18 years) and families across the district
2. Increase the number and frequency of older people regularly taking part in traditional and non-traditional sport and physical activity to reduce social isolation and to improve health and wellbeing.
3. Increase the volunteer base of sport and physical activity clubs and groups to build capacity, resilience and support growth in participation levels.
4. Increase active participation and benefits to participants with mental health issues through sport and physical activity.
5. Improve the engagement and uptake of those with physical and learning disabilities into community and leisure facilities, ensuring that facilities are accessible and activities are available to all.
6. Support the provision of sustainable community sport and leisure facilities and the spaces and infrastructure that individuals, clubs, schools and groups use to take part.
Leisure Facilities Strategy
The joint Councils’ leisure facilities are key physical assets that will play a critical role in the successful delivery of the Leisure, Sport and Physical Activity Strategy by providing facilities, activities and services to help get more people, more active, more often. All six Strategic Priorities of the Leisure, Sport and Physical Activity Strategy are to a varying degree, dependent upon the continued provision of publicly accessible and financially sustainable leisure facilities.
Main Options

• Traditional Procurement route
• Take back in-house
• Local Authority Trading Company (LAC)
• Establish a Trust
• Existing Trust
• Enter into a Leasehold Arrangement
Traditional Procurement – Pros and Cons

Potential advantages

• Economies of scale, transfer of risk, demonstration of best value, commercialisation

Potential disadvantages

• Loss of day-to-day control, commercialisation over social responsibility, management fee, possible loss of transparency, current market place
Take back in-house or LAC – Pros and Cons

Potential advantages

• Taking back day-to-day operational control, determine service delivery – however, both can be achieved without taking back in-house

Potential disadvantages

• Significant financial risk, responsibility / liability for operational performance, lack of capacity, knowledge and skills
Establish a Trust – Pros and Cons

Potential advantages
• Local accountability, social responsibility, community involvement

Potential disadvantages
• Financial costs in setting up, potential future financial risk, vulnerability of small trust, lack of capacity, knowledge and skills
Existing Trust – Pros and Cons

Potential advantages

- Local accountability, social responsibility, greater community involvement, already established, local knowledge and insight, local relationships established

Potential disadvantages

- Transfer of management arrangements, retaining some potential financial liabilities
Entering into a lease arrangement – Pros and Cons

Potential Advantages

• Select Partner, outside of EU procurement directive, depending upon partner possible local accountability, social responsibility, greater community involvement, already established, local knowledge and insight

Potential disadvantages

• New arrangement, best value financially less certain
Preferred Option

• Enter into a lease arrangement
• Determine criteria and management arrangements
• Enter into dialogue with potential partner
• Agree framework – agree outcomes
• Agree heads of terms and management arrangements
Benefits of a larger Leisure Trust

Finance and Efficiency

• Unique, effective and sustainable model
• Economies of scale
• Reinvestment
• Alignment of outcomes with key partners
• External funding opportunities
• Broader marketing strategy
Partnership

• Public service ethos and values
• Single conversation with key partners
• Delivery of wider health and wellbeing offer
• Commitment to local economy and community
• Whole system approach
• Community delivery
Social Benefits

- local insight – community need
- Co-design with other services
- Opportunities for larger workforce – career progression, recruitment, productivity
- Apprenticeship programme
- Customer choice
Questions and discussion?
Next steps?
Cabinet decision?