

Environment Select Committee

09 November 2021

Places Leisure Insourcing

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Wiltshire Council

Introduction

Background

- Transition Board, established and chaired by the Corporate Director Place to oversee the insourcing of the leisure centres and contract extension
- Budget allocation of £0.819m funded from the use of capital receipts under the flexible use directive
- The 10 Leisure facilities managed by Places Leisure were successfully brought in-house on 01 October 2021

Key Principles

- Ensure business critical systems and processes are in place for day 1
- Minimise impact to staff and customers
- Alignment of services across full estate where feasible
- Maintain activity programme

Programme Delivery

HR Update

- Collective Consultations and group/individual 1-2-1s June - Sept
- Welcome and exit letters provided to all staff in September
- TUPE transfer of 420 staff, 761 posts
- Payroll data received, test runs completed
- SAP structure build complete, payroll numbers generated
- GROW, ESS and MSS set up
- Payroll process for paying PL casual staff agreed (16-30 Sept)
- Personnel files, sickness and maternity leave reports transferred
- Unions kept abreast of transfer

Programme Delivery Cont.

HR Priorities Post 1st October

- Payroll spreadsheets created and circulated to insourced sites
- Training delivered on completion of timesheets
- Recruitment process confirmed with PL staff and training provided
 - Talent Link log-ins provided
 - Business cases, advertising, shortlisting, interviewing
 - WC Ts and Cs
- DBS log-ins provided, training given, relevant staff DBSs to be completed by 30 Nov 21
- GROW, ESS and MSS – training guides in place
- Long Service Awards payment process confirmed

Programme Delivery Cont.

Leisure Update

- **Logistics:** stock and supplies delivered to all sites prior to 1st October (uniforms, name badges, ID/access cards, posters/leaflets/forms, resaleable goods)
- **Operations:** policies, procedures and business continuity plans reviewed, hard copies provided for each site
- **Training and induction:** programme for all staff
 - Induction booklet and welcome video circulated
 - How to guides and videos produced
 - Day 1, week 1 on-site support, 3 week on-line, buddy system
- **Fees and Charges/Memberships:** Pricing alignment commenced, customer communications made
- **Finance:**
 - Core 6 month budget finalised and uploaded to SAP
 - 2022/23 budget drafted
 - Chip and pin devices installed
 - Bulk change forms submitted

Programme Delivery Cont.

Leisure Priorities Post 1st October

- Roll out of Health and Safety, Corporate Induction, Safer Recruitment, Safeguarding and Recruitment training; training records received
- Mop up of name badges, uniforms and sports goods
- Zoggs swimming resaleable goods displays proposed, fitness resaleable goods ordered
- Pool chemicals delivered, cleaning chemicals ordered and delivered
- Chip and pin devices reconfigured with site cost centres
- DDs adjusted for pro-rata payments and first DD run completed
- Membership data cleanse and pricing anomalies amended
- Final open book accounting approved

Programme Delivery

ICT Update

- In-house Leisure Management Bookings System (LMS) upgraded
- Upgrade to all cabling infrastructure and wifi connectivity at PL sites
- LMS system for Places Leisure sites built and installed
- Leisure hub roll out completed across all sites and live for PL customers
- All personal, reception and back-office equipment and software deployed
- XN connectivity to all reception sets ups (screens, cash drawers, ticket printers, chip and pin devices, web cams, on course)
- Daisy contract signed and all phone lines/security fire alarm lines migrated
- AV solution for gyms and virtual studio connectivity transferred
- Data migration completed (circa 12,000 memberships)

Programme Delivery Cont.

ICT Priorities Post 1st October

- WiFi upgrade at Trowbridge Sports Centre completed
- SAP accounts/permissions set up (ESS/MSS/GROW)
- Printers secured for remaining sites (including in-house)
- GB Move and Insights installed and functioning
- Moving Communities platform functioning with log-ins
- On Course upgrade completed
- Amendments to build, mapping and pricing made
- Mop up completed for all ICT equipment, systems and distribution lists
- Any outstanding items deployed to sites

Programme Delivery Cont.

Procurement/Legal Update

- Procurement of, or variations to circa 20 contracts/agreements
 - Places Leisure 6 month contract
 - Leisure management system and hardware; ICT consultants
 - Servicing of: sports equipment; resistance/CV equipment; ATP/tennis courts; water coolers
 - Resaleable swimming and fitness goods
 - Uniforms
 - Vending
 - Chemicals; cleaning and pool, bacteriological testing
 - Name badges; membership cards and till/credit card rolls
 - Dual Use Agreements x 4
 - Collections: Waste, sanitary bins, cash

Programme Delivery Cont.

Procurement/Legal Post 1st October

- Finalise dual use agreements received – wet signature
- Intro meetings taken place with Lyreco (cleaning products) and Revive (vending)
- MHG contract returned signed and counter signed (Cards/Till Roll)
- Revive contract returned signed and counter signed (Vending)
- Lyreco contract to be returned and counter signed (cleaning chemicals)
- Contract operations manuals completed
- Training provided for requisitioning and approval of goods

Programme Delivery Cont.

Comms Priorities

- Communications with internal and external stakeholders
 - Email and hard copy letters sent to all members (mapping and pro rata payments)
 - Regular press releases issued
 - FAQs updated on council website
 - Welcome video, briefings for PL and WC staff
- Branding and marketing:
 - External signage installed
 - Customer notices and initial leaflets/ posters rebranded and installed
 - Covid Posters/Pull ups installed
 - Website live
 - Day 1 senior staff arrangements and photo op completed
 - Facebook and twitter in place

Programme Delivery Cont.

Comms Priorities Post 1st October

- Internal signage install completed
- Management of leisure admin in box (general queries, increases/decreases, cancellations)
- Remaining posters and leaflets signed off and printed
- Posters/leaflets mop up completed
- Internal/external signage mop up completed

Transition Phase

- Integration and alignment of teams and services
- Continued support and training to insourced managers and teams
- Management of recruitment
- Access policy (Xn, website, social media, contracts)
- Normal and Emergency Operating procedures
- Procurement pipeline reviewed
- Imminent procurement requirements commenced
- Final draft accounts received from Places Leisure
- Apportionments and reconciliations made
- Insourcing budget expenditure finalised

Any questions?

Thank you for your time

Wiltshire Council

The logo for Wiltshire Council, featuring the text "Wiltshire Council" in a bold, white, sans-serif font. Below the text is a white, stylized wave or swoosh graphic.