

Productivity Expert Programme

Draft Project Outline

DATE 2016

Nature of support requested:

Commission a full and thorough value for money review and options appraisal of leisure services and facilities within the Borough, including Brentwood Leisure Trust, Community Halls and Hartswood Golf Course

Background

In March 2015 the Council commissioned Ploszajski Lynch Consulting to develop a Leisure Strategy for the Borough. The initial draft was completed and provided an evidence base of facilities in the Borough. A cross party Member Working Group was established in January 2016 to identify the key priorities and to develop a work programme to deliver the Leisure Strategy over the next five years. One key priority identified, was to establish income and expenditure on the Council's leisure facilities.

It has been proposed by the Working Group that an audit be undertaken to ascertain the current running costs of Brentwood Leisure Trust and its subsidiary Brentwood Leisure Trading Limited who manage the Brentwood Centre and 6 of the Council's Community Halls. The Trust is the Borough's largest leisure provider and the Council needs to ensure as part of its due diligence that a complete financial picture is in place, which will help to inform Members of any risk profiles associated, but that can also inform and identify the priorities for the Leisure Strategy.

Once baseline data has been established then a value for money review and options appraisal can be undertaken to identify the best fit model for Brentwood, the optimum approach for securing it and then to proceed with a formal process for procuring it

Description of assignment

To secure suitably qualified and experienced consultants to carry out a full value for money review and thorough options appraisal of the Council's leisure facilities and services which will include the benchmarking of current facilities, details of the option analysis undertaken, supported by the presentation of data analysis setting out each proposed option against the defined criteria (and agreed weighting). Assist with the development of a procurement strategy and procurement documents in preparation of the tender process.

Key deliverables

- Value for Money Review of current facilities and services
- Options appraisal including risk profiles – identification of best fit model
- Stakeholder engagement programme – including Members – Stop and Think workshop

- Compliant EU (if applicable) tender process – inc. Investment options and viability test; service specification, evaluation criteria
- PQQ, compliant bid and variant bid
- Reduce Brentwood Borough Council's support/subsidy of its leisure facilities

Anticipated Outcomes

- Revenue reduction to Brentwood Borough Council
- Capital investment in facilities
- Reduce risk to Brentwood Borough Council
- Increased sport and leisure participation
- Sustainable future for leisure facilities
- Improved partnership working

How will the outcomes be sustained following the assignment?

- Brentwood Borough Council will provide point of contact officer
- Agreed service specification for the formal procurement process
- Agreed milestones/timelines for completion of each stage
- Regular communication with stakeholders/Members
- Performance monitoring
- Evaluation at each stage and over the life of any new arrangements for securing leisure provision in the Borough.

How will the assignment be managed?

Lead officer will be appointed to oversee the project and to co-ordinate meetings and briefing notes for stakeholders/Members at each stage. Agree the Brentwood Borough specification for possible providers and circulate an invitation to quote. Invite successful candidate to develop the methodology to undertake a full value for money review and thorough options analysis of the Council's leisure facilities, taking into account weighting against preferred criteria to identify 'the best fit' for Brentwood within a final options appraisal document. Get an agreement with Brentwood Borough Council Members to then undertake a formal tender process.

How will the assignment be evaluated?

A final options document will be presented to Members to discuss and agree the next steps, and start and formal tender process.

How will knowledge and learning be distributed to other organisations?

Provide a case study of the current situation, potential savings identified and the methodology undertaken to identify the 'best fit for Brentwood' as part of the options analysis together with any lessons learned at each stage.

Total amount of funding for the Productivity Expert: £6,000

Name and contact details of the assignment manager at the Council

Kim Anderson, Partnership, Leisure and Funding Manager

Brentwood Borough Council

Ingrave Road

Brentwood

Essex

CM15 8AY

Tel: 01277 312634

Email: kim.anderson@brentwood.gov.uk

Name and contact details of the assignment manager at the LGA

Joanne Straw

Adviser - Productivity

Local Government House, Smith Square, London, SW1P 3HZ

Joanne.straw@local.gov.uk

07900 218 645