

EXECUTIVE - 23 NOVEMBER 2017

## LEISURE MANAGEMENT CONTRACT - EXTENSION AND VARIATIONS

### Executive Summary

This report recommends that the Executive make a recommendation to Council to extend the existing Leisure Management Contract by the full extension period possible of four years and agree to the inclusion of various variations to the contract including: Scenario B (a range of investments), Scenario C (addition of Hoe Valley Leisure facilities) and investment to refurbish the Dry-side Changing Rooms at the Woking Leisure Centre.

In accordance with OJEU provisions when the Leisure Management Contract was originally let in 2011, the Council has now invited GLL/FL to submit tendered proposals for extending the existing Leisure Management contract for the maximum period (to 30 November 2025) and for inclusion of a number of variations. In seeking tendered rates from GLL/FL, various Scenarios were required, such that the best value option to the Council could be evaluated clearly. This has concluded that whilst the largest increase in the Management Fee payable to the Council (excluding any costs incurred for any loan provision arrangements) would be to go with Scenario B, this would not include provision of a suitably qualified and experienced Leisure Operator to manage the new Hoe Valley Leisure facilities. A combination of Scenario B&C is therefore the best option for the Council in achieving its operational requirements. Having the same Leisure Operator to manage both the existing Woking Leisure Centre and Pool in the Park together with the Hoe Valley Leisure facilities will ensure that residents will be able to access either site by use of a single Key Card / Membership facility, and will enable the programming at both facilities to be complimentary to each other, thus ensuring greatest choice and opportunities for income generation.

Scenario B allows for significant investment in the Pool in the Park to specifically address replacement of the Flumes which are currently out of commission due to them being obsolete (replacement planned by June 2018), and also for much needed refurbishment of the Changing Rooms which would be completed by April 2019. Additionally in GLL/Freedom's return, they identified that refurbishment of the Dry-side Changing Rooms at the Leisure Centre was key, if they were to retain Members / stop Members drifting across to the new Hoe Valley Leisure facilities (due to open by September 2018). It is therefore proposed that investment in the Dry-side Change facilities is included in the investment proposals, with completion due by October 2018.

The £1,855,000 borrowing to fund these schemes will be done by the Council to take advantage of beneficial interest rates. The cost of servicing and repaying this borrowing, currently estimated at £132,000 p.a., will fall on the Council's General Fund either directly or through an adjustment to the Management Fee if a loan is provided to GLL/Freedom to undertake the works.

The Leisure Partnership Board (LPB) has been involved in the procurement process, from initial discussions on how best to package the initial invitation, to evaluation of the tendered return. Following a presentation at the last LPB meeting, the Board were supportive of the proposals in full.

## Reasons for Decision

To secure a Leisure Operator for the managing of Hoe Valley Leisure facilities together with necessary investment in existing facilities in a manner that offers the council best value and secures improvements to meet customer and resident expectations.

## Recommendations

The Executive is requested to:

### **RECOMMEND to Council That**

- (i) the existing Leisure Management Contract with Greenwich Leisure Limited be amended to include the agreed variations (Scenario B & C) together with investment in Leisure Centre Changing Room facilities and subsequently extended until 30 November 2025;**
- (ii) loans of up to £1,855,000 be taken out by the Council to cover the Flumes and associated water features at Woking Pool in the Park, the Pool in the Park Changing Room facilities, and the Leisure Centre Changing Room facilities;**
- (iii) if the Finance Director considers it beneficial for tax purposes, a loan facility of up to £1,855,000, attracting a 2% margin above the relevant PWLB rate on the date of drawdown, to be made available to Greenwich Leisure Limited/Freedom Leisure for the Flumes and associated water features at Woking Pool in the Park, the Pool in the Park Changing Room facilities, and the Leisure Centre Changing Room facilities; and**
- (iv) all necessary consents be entered into and contract variations made to the existing Leisure Management Contract to accommodate the extension and investments.**

<b>This item will need to be dealt with by way of a recommendation to the Council.</b>
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## Background Papers:

Invitation Document for Contract Extension and Variations - dated 8 August 2017.  
Sustainability Impact Assessment  
Equalities Impact Assessment

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## Leisure Management Contract - Extension and Variations

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### **Date Published:**

17 November 2017

## Leisure Management Contract - Extension and Variations

### 1.0 Introduction

- 1.1 The Sports Consultancy was appointed by the Council to negotiate the variation and extension of the current Leisure Management Contract with leisure management operators Greenwich Leisure Limited (GLL).
- 1.2 A 10-year management contract, with the option for up to two 2-year extensions, was awarded by the Council to GLL in 2011. GLL subcontract the day-to-day running of the leisure facilities to Freedom Leisure Limited (Freedom).
- 1.3 The current management contract contains the following facilities and services:
  - Woking Leisure Centre;
  - Woking Pool in the Park;
  - Management of sports pitch lettings;
  - Booking, cleaning and maintenance of sports pavilions; and
  - Management and delivery of a holiday and summer camp programme.
- 1.4 The Council, under the existing OJEU provisions for the contract, has invited GLL to submit a proposal on the basis of extending the existing contract by the additional two plus 2 year period (4 years in total) and add in variations to the contract as listed below. The reason for including the investment at Pool in the Park is as a direct result of the flumes now being obsolete, and the changing rooms requiring significant refurbishment:
  - Addition of the new Hoe Valley Leisure Centre;
  - Replacement of the flumes at Woking Pool in the Park; and
  - Refurbishment of the changing rooms at Woking Pool in the Park.
- 1.5 Existing positive partnership relationships with GLL/Freedom and their overall performance on the contract to date were instrumental factors in reaching a decision to issue the invitation to GLL/Freedom for the Contract Extension and Variations in the first place. Since the contract began in 2011, the leisure offer at the Leisure Centre and Pool in the Park has seen significant investment both in terms of built facilities (Leisure Centre – New Café/Reception, Gym and 3G pitches) and programme offer, with new and innovative activities being introduced as well as increased targeted sports development work to meet the Council's over-arching objectives relating to wider resident health and wellbeing.
- 1.6 That said, the Council is aware of areas of activity which require improvement across the existing contract, and these issues have been picked up in discussions with GLL/Freedom as part of the negotiations that have taken place.
- 1.7 This report summarises GLL/Freedom's response to the potential extension and variation of the current leisure contract and recommends that the overall best value option to the Council is to go with the full extension with inclusion of all variations.
- 1.8 In GLL/Freedom's response, they also made recommendation for refurbishment of the Dry Change facilities at the Leisure Centre. This is due to the current age and state of the changing rooms, and the need to ensure that this offer is uplifted such that existing Members will continue to utilise these facilities, and not substantially drift off to using the new Hoe Valley site when it opens. The recommendations therefore include for this investment to be made. The proposed amount of up to £350,000 allows for the total project cost, with such works to be completed by October 2018.

## 2.0 Bidding Requirements and Assumptions

### Invitation to Tender Requirements

2.1 GLL/Freedom were invited to submit new technical and financial proposals on the basis of the following scenarios:

**Scenario A** – Extension of the existing management contract by four years to 2025. This scenario does not include the addition of any other variations to the contract.

**Scenario B** – Investment in Woking Pool in the Park. This involves replacement of the flumes (June 2018) and refurbishment of the changing rooms (April 2019).

**Scenario C** – Addition of Hoe Valley Leisure Centre to the Woking leisure portfolio, operational from September 2018, and an extension of the leisure management contract by four years to 2025.

**Scenario D** – Addition of Hoe Valley Leisure Centre to the Woking leisure portfolio without an extension to the contract, terminating in 2021.

2.2 As part of their submission, GLL/Freedom provided updated technical method statements which specifically address the inclusion of Hoe Valley Leisure Centre into the contract.

### Hoe Valley Leisure Centre

2.3 The most significant proposed change to the existing Leisure Management Contract is the addition of Hoe Valley Leisure Centre to Woking's leisure portfolio. Located at Hoe Valley School, on Egley Road, it will be operated in accordance with a Management Agreement between the Council and the School that will see much of the facility being operated on a dual-use basis during the school time, whilst the remaining facilities will be available for community use both during the day and at evenings and weekends. Due to open from September 2018 following construction of the new build, the leisure facilities on site include:

- 80-station health and fitness gym;
- 5-court sports hall;
- 2 x dance studios;
- 8-lane athletics track;
- 2 x multi use games areas;
- 3 x 3G artificial turf pitches; and
- 2 x grass pitches.

### Woking Pool in the Park Investment

2.4 The refurbished changing rooms and the new flumes will provide a necessary improvement to the overall customer experience.

2.5 The replacement of the flumes, which it is proposed would be in place and operational by June 2018, will improve the leisure offer of the centre and increase income. The refurbished changing rooms are to be completed by April 2019.

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### Negotiation process

2.6 GLL / Freedom submitted their final proposal in response to the information requests detailed in the invitation to tender, as well as interim feedback and clarifications from the Evaluation team following their initial submission. This process is summarised below:

- August 2017 – Council issued invitation to submit tender
- September 2017 – GLL / Freedom submitted initial submission
- October 2017 – Submission of Final Tender following period of clarification and negotiation
- November / December 2017 – Present findings and recommendation to the Executive / Council for formal approval.

### **3.0 Overview of Written proposal**

3.1 GLL / Freedom have provided detailed addendums to the original 13 technical Method Statements stating how they will approach a new contract and operate Hoe Valley School alongside the existing leisure portfolio. These new Method Statements will be included as a schedule to the existing management contract, replacing the current versions. A summary of their proposals is set out below:

#### MS 1: Usage and Participation

- a. Commitment to work with the Council and Hoe Valley School to operate the facility on a dual-use basis in accordance with the Management Agreement whilst maximising community usage and income.
- b. Pro-active response to the loss of income at Woking Leisure Centre incurred from school usage of Hoe Valley Leisure Centre.

#### MS 2: Staffing

- a. Detailed staffing schedule for Hoe Valley Leisure Centre.
- b. Implementation of a Travel Plan to comply with planning restrictions whilst hosting events such as athletic meets. It has been agreed that Woking Borough Council will pay for this in year 1 to minimise costs.
- c. Provision of additional staffing resource for the Contract – including an additional dedicated Woking Contract Manager role.
- d. In response to current operational challenges with being able to secure and retain sufficient lifeguarding resources to meet pool programming needs, GLL/Freedom have increased the salary level for lifeguards inline with local competitors, along with putting in place other retention measures.

#### MS 3: Assets and Sustainability

- a. A detailed asset management plan has been received.
- b. A Computer Aided Facilities Management data reporting system will be installed across the contract.

#### MS4: Pricing

- a. Sensible pricing has been agreed for Hoe Valley Leisure Centre. Access will be included in connected Woking leisure memberships.
- b. Casual access to the athletics track will be included in membership.

#### MS5: Marketing

- a. Enhanced marketing and promotional offer including the introduction of 'Brief Your Market' tool which will be implemented across the portfolio to send email marketing campaigns and engage in customer relationship management.

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### MS6: Quality

- a. Customer insight reports, surveys and National Benchmarking Service will be undertaken for Hoe Valley Leisure Centre.

### MS7: Partnership Working

- a. GLL / Freedom will work closely with the School to operate Hoe Valley Leisure Centre. A sub-partnership board will be created to ensure regular communication.
- b. The Active Communities Manager will develop club and school links.

### MS8: Innovation

- a. GLL / Freedom have agreed to work with the Council to pursue open reporting and open data platforms in the future.

### MS9: Health & Safety

- a. Whilst acknowledging there will be new activities within the contract – such as managing of an Athletics Track which has been provided for, there were no other significant changes proposed.

### MS10: Catering and Retail

- a. Costa Coffee concession to be included at the new Hoe Valley Leisure Centre and Woking Pool in the Park.
- b. Meeting room kitchenette to be used to facilitate room bookings, and not used as a public servery.
- c. In order to manage the communities access to facilities during the school day, the café area and vending services will not be accessible to school pupils during the day.

### MS11: Cleaning

- a. Issues with the current quality of cleaning and maintenance, particularly at Woking Pool in the Park were highlighted as concerns during discussions. GLL / Freedom have agreed to increase the amount of resource available on site and also to increase the cleaning wage to £8.41 per hour to improve the recruitment and retention of cleaners.

### MS12: Financial Management / ICT

- a. Fast-track access Kiosks will be installed in all leisure centre sites.

### MS13: Mobilisation

- a. The new Woking Contract Manager will be in place by April 2018.
- b. All operational staff for Hoe Valley Leisure to be in place by mid-August 2018.
- c. Detailed FF&E schedule has been agreed by GLL / Freedom and Woking Borough Council. This details fit-out responsibilities. GLL / Freedom will pay for the installation of new health and fitness equipment at Hoe Valley Leisure Centre. GLL / Freedom have costed £238,763 for FF&E responsibilities.

3.2 A detailed project plan for the refurbishment of Woking Pool in the Park changing rooms has been submitted. This is based on Sport England guidance. Works will be completed by April 2019.

3.3 GLL / Freedom have proposed additional changes to the contract which they suggest will add significant value to the contract:

1. Refurbishment of dry-side changing at Woking Leisure Centre by October 2018 – predicted cost £233,676;
2. Woking specific Contract Manager;



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3. Meeting the full cost of the Active Communities Assistant post (currently part funded by the Leisure Surplus on the contract); and
4. Costa Coffee concession in Woking Pool in the Park.

### 4.0 Financial Responses

- 4.1 GLL / Freedom provided financial responses on the basis of the four scenarios detailed previously.

Scenario A – Current contract with 4-year extension to 2025.

Scenario B – Investment in Woking Pool in the Park: flumes (complete by June 2018) and changing room refurbishment (complete by April 2019).

Scenario C – Addition of Hoe Valley with 4-year extension.

Scenario D – Addition of Hoe Valley without extension.

- 4.2 The financial templates created for this process allowed the evaluation team to interrogate the income and expenditure assumptions for each option. The Management Fee payable to the Council is calculated and, from this the best option going forward can be identified.

- 4.3 Table 1 below shows the average Management Fee (payable to the Council) for each option, excluding any loan repayments for the investments proposed.

Option	Management Fee	Difference from Current Fee
Scenario A	£652,343	£0
Scenario B	£737,202	+£84,858
Scenario C	£629,937	(£22,407)
Scenario D	£545,678	(£106,666)
Full Extension and Variation	£714,795	+£62,451

- 4.4 A detailed breakdown of the management fees is included in the Part II Item which is later on the Executives Agenda.

#### Scenario A – Current Contract Extended to 2025

- 4.5 The extension of the current management contract by four years represents no improvement on the management fee currently being paid to Woking Borough Council. This is because the response is based on a continuation of the status quo. This was used as a benchmark from which to compare the other scenarios.

#### Scenario B – Investment in Flumes and Pool Changing Rooms Only

- 4.6 Investment in the flumes and changing rooms at Woking Pool in the Park only represent the biggest improvement to the management fee, at £84,858 per annum. This is due to the projected income benefits of the capital investment.

- 4.7 However, the financial response does not include the cost of work on the changing rooms or the cost of borrowing.

#### Scenario C – Extension of Contract (2025) plus Hoe Valley Leisure

- 4.8 The addition of Hoe Valley and extension of the contract by four years represents a decrease in the current average annual management fee paid to the Council of -£22,407.



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- 4.9 At maturity, the addition of Hoe Valley Leisure Centre will represent an additional £36,823 payment to the Council per annum through an increased management fee. It may therefore be misleading to evaluate this option on the basis of an average management fee alone as the new facility will take two years to mature and there are also mobilisation and fit-out costs priced into GLL/Freedom's financial model.

### Scenario D – No Extension to Contract (2021) plus Hoe Valley

- 4.10 The addition of Hoe Valley without an extension to the contract has a significant negative effect on the current management fee payable to the Council; an average annual decrease of £106,666 over the three and a half years of this contract term.
- 4.11 As GLL / Freedom are purchasing the health and fitness equipment, the cost of equipment loan repayments is also higher in this scenario due to its shorter term.

### Financial Bid Assumptions

- 4.12 The financial responses have been submitted on the basis of a series of assumptions. Some agreed costs have been excluded. Therefore, although the above information is useful in highlighting the most financially advantageous contract variation option, the figures do not represent the changes to the management fee in real terms. Key assumptions and exclusions are outlined below.
- a) Indexation has not been assumed in the financial responses going forward.
  - b) NNDR and Utilities costs for Hoe Valley Leisure Centre are retained by the Council.
  - c) Loss of income during capital works at Woking Pool in the Park is included as £100,000 in Scenario B financial response. This is a provisional amount which will be calculated on a day to day basis dependent on necessary closures.

### Operator Profit and GLL Fee

- 4.13 Leisure operators typically price in to their financial proposals an allowance for target profit and head office recharges. The market rate is currently around 10% of the contract's operating income. Freedom/GLL offer good value here, with a combined target profit and head office recharge rate of around 5.5%.
- 4.14 The Sports Consultancy noted however, that the rate factored into the Hoe Valley proposal is higher than the rest of the portfolio, at 10%. This is due to an apparent fixed £15,000 per annum payable to GLL.
- 4.15 The GLL fee was initially £20,000 for Hoe Valley but has been reduced through the negotiation process.

### Benchmarking

- 4.16 A benchmarking exercise has been undertaken to compare the financial assumptions against The Sports Consultancy's operational database. This database contains financial information from 1,200 records.
- 4.17 A summary of the benchmarking is included as Appendix B in the Part II report later on the Executive's Agenda. The conclusions from such do give confidence that GLL / Freedom's assumptions for Hoe Valley are generally in-line with The Sports Consultancy's benchmarked data from similar leisure centres across the country and consequently offer good value.

## Leisure Management Contract - Extension and Variations

### 5.0 Implications

#### Financial

#### Full Contract Extension and Variation

- 5.1 The full extension and variation option includes the investment in Woking Pool in the Park, the addition of Hoe Valley Leisure Centre and an extension of the leisure management contract by four years. This option represents the biggest improvement to the management fee. In this scenario, Woking Borough Council will be paid an average management fee of £714,795 per annum. This represents an average annual improvement of £62,451 compared with the current contract.
- 5.2 At maturity the revised contract will improve the current annual management fee payable to Woking Borough Council by £143,414.
- 5.3 The initial financial responses were interrogated and, through negotiation, the average management fee for a full extension and variation of the contract has improved from the £37,294 GLL/Freedom initially proposed to £62,451.
- 5.4 However it should be noted that the Council will incur additional operating costs for Hoe Valley based on the similar contractual arrangements for the management of Woking Leisure Centre and Pool in the Park. i.e. payment of utilities, certain specific asset management responsibilities, grounds maintenance and in particular for Hoe Valley the cost of complying with Planning requirements regarding the introduction and operation of a Travel Plan for the site.

#### Investments

- 5.5 Options are currently being explored with the Council's tax advisors to ensure that the cost of these capital projects are funded in the most tax efficient manner for Woking.
- 5.6 The borrowing to fund these schemes will be done by the Council to take advantage of beneficial interest rates.
- 5.7 The interest and repayment costs of this borrowing will be a cost to the Council. Indicative costs are set out below, based on rates prevailing at the time of writing. The rates / costs will vary dependant on the final cost of the works, and the timing of the associated borrowing.

SCHEME	ESTIMATED COST (£)	ESTIMATED LIFE	ESTIMATED ANNUAL COST TO WBC (£)
Pool in the Park Flumes	800,000	20 years	50,000
Pool in the Park Changing Rooms	705,000	15 years	55,000
Leisure Centre Changing Rooms	350,000	15 years	27,000
<b>TOTAL</b>	<b>1,855,000</b>	<b>-</b>	<b>132,000</b>

- 5.8 It may be beneficial to provide a loan facility to GLL/Freedom to undertake the investment works. The interest and principle repayment would be an adjustment to the Management Fee so would remain a net cost to the Council.
- 5.9 The loan facility would be provided at a margin of 2% over the relevant PWLB rate on the date of drawdown.

## Leisure Management Contract - Extension and Variations

### Human Resource/Training and Development

- 5.10 With a new facility such as Hoe Valley Leisure Centre being incorporated into the contract, there will be a need for additional staff, some of which will need specific skills to cover new areas of activity not contained within the contract previously – such as the Athletics Track.
- 5.11 GLL/Freedom have included detailed staffing resource schedules, together with a mobilisation plan to identify when staff will be recruited and the lead-in time required for appropriate training to be undertaken to ensure a smooth opening of the facilities.
- 5.12 A key appointment will be a new Woking Contract Manager which is likely to be appointed earlier than the mobilisation plan indicated of April 2018, in recognition of the work that will be required to mobilise the new facility. As the role will be so key going forward, the Council has requested to be involved in the recruitment of the role.

### Community Safety

- 5.13 Whilst there are no new community safety issues related to the extension of the existing contract or the Woking Pool in the Park investments, there are added safeguarding issues related to operating Hoe Valley Leisure facilities, simply by the fact that the facilities are on a school site.
- 5.14 Whilst the design of the new build will address the school's requirements for a designated safeguarding zone on site, it will be imperative that Freedom as the on-site operator has a close working relationship with the school to address any concerns. Freedom has extensive experience of operating on other dual-use school sites which will be invaluable.

### Risk Management

- 5.15 Currently Freedom do operate with shared resources for a number of activities across both the Woking and Guildford contracts, with such economies being built into Woking's extension costs. There is therefore some minor risk that should Guildford Borough Council not extend their contract with Freedom Leisure, that there may need to be an adjustment at that time – although the impact of such is considered to be minimal.

### Sustainability

- 5.16 The design of the flumes and changing rooms will seek to mirror industry best practise regarding sustainability.

### Equalities

- 5.17 There are no specific equality issues arising from this report.

## **6.0 Consultations**

- 6.1 The initial tender returns were discussed with the Leisure Partnership Board at their meeting on 11 October 2017, at which they were supportive of the decision to recommend extension of the contract with all the variations included (Scenarios B&C).
- 6.2 The Portfolio Holder has been consulted.

REPORT ENDS

EXE17-074

# **Leisure Management Contract - Extension and Variations**

## **APPENDICES**

## Equality Impact Assessment

The purpose of this assessment is to improve the work of the Council by making sure that it does not discriminate against any individual or group and that, where possible, it promotes equality. The Council has a legal duty to comply with equalities legislation and this template enables you to consider the impact (positive or negative) a strategy, policy, project or service may have upon the protected groups.

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action) <b>THIS SECTION NEEDS TO BE COMPLETED AS EVIDENCE OF WHAT THE POSITIVE IMPACT IS OR WHAT ACTIONS ARE BEING TAKEN TO MITIGATE ANY NEGATIVE IMPACTS</b>
		Eliminate discrimination	Advance equality	Good relations			
<b>Gender</b>	Men					X	
	Women					X	
<b>Gender Reassignment</b>						X	
<b>Race</b>	White					X	
	Mixed/Multiple ethnic groups						
	Asian/Asian British		X				Investment in the Changing Rooms at both Pool in the Park and Leisure Centre will allow us to address any access issues for specific groups at the design stage – thus enabling individuals to enjoy a greater opportunity to actively participate in health and wellbeing activity.
	Black/African/Caribbean/Black British		X				
	Gypsies / travellers		X				
	Other ethnic group		X				

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action) <b>THIS SECTION NEEDS TO BE COMPLETED AS EVIDENCE OF WHAT THE POSITIVE IMPACT IS OR WHAT ACTIONS ARE BEING TAKEN TO MITIGATE ANY NEGATIVE IMPACTS</b>
		Eliminate discrimination	Advance equality	Good relations			
<b>Disability</b>	Physical		X				Investment in the Changing Rooms at Pool in the Park and the Leisure Centre will look to address any particular operational concerns about disability access.  With the new Hoe Valley Leisure Centre being opened – this will offer increased opportunities for wellbeing activities to be undertaken (as prescribed in GLL/FL Contract Extension), and will also facilitate increased use of the new Athletics Track by Surrey Wheels for All – a disability cycling group.
	Sensory		X				
	Learning Difficulties		X				
	Mental Health		X				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual					X	
<b>Age</b>	Older people (50+)					X	
	Younger people (16 - 25)					X	
<b>Religion or Belief</b>	Faith Groups					X	
<b>Pregnancy &amp; maternity</b>						X	
<b>Marriage &amp; Civil Partnership</b>						X	
<b>Socio-economic Background</b>						X	

The purpose of the Equality Impact Assessment is to improve the work of the Council by making sure it does not discriminate against any individual or group and that, where possible, it promotes equality. The assessment is quick and straightforward to undertake but it is an important step to make sure that individuals and teams think carefully about the likely impact of their work on people in Woking and take action to improve strategies, policies, services and projects, where appropriate. Further details and guidance on completing the form are [available](#).



## Sustainability Impact Assessment

Officers preparing a committee report are required to complete a Sustainability Impact Assessment. Sustainability is one of the Council's 'cross-cutting themes' and the Council has made a corporate commitment to address the social, economic and environmental effects of activities across Business Units. The purpose of this Impact Assessment is to record any positive or negative impacts this decision, project or programme is likely to have on each of the Council's Sustainability Themes. For assistance with completing the Impact Assessment, please refer to the instructions below. Further details and guidance on completing the form are [available](#).

Theme (Potential impacts of the project)	Positive Impact	Negative Impact	No specific impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)
Use of energy, water, minerals and materials			X	
Waste generation / sustainable waste management			X	
Pollution to air, land and water			X	
Factors that contribute to Climate Change			X	
Protection of and access to the natural environment			X	
Travel choices that do not rely on the car			X	
A strong, diverse and sustainable local economy	x			Extending the Leisure Management Contract will give those employees who are employed by the Leisure Operator a greater degree of certainty that they will continue to be based in Woking until 2025 should they so wish. Additionally, local businesses who currently supply the Leisure Operator will have increased security.
Meet local needs locally	X			The investments proposed at Woking LC&PitP will address local need about the quality of service provision, and will bring the facilities up to modern day expectations.
Opportunities for education and information	X			Additional facilities at HV Leisure facilities will enable further opportunities for individuals to learn new sports and health and wellbeing skills.

Provision of appropriate and sustainable housing			X	
Personal safety and reduced fear of crime			X	
Equality in health and good health	X			Additional and improved facilities will enable a wider cohort of individuals to participate in health and wellbeing activities in a more engaging environment.
Access to cultural and leisure facilities	X			The extension of the Leisure Management Contract to include the variation of incorporating HV Leisure facilities under one Leisure Operator will enable the Operator to manage the facilities through one membership scheme / Key Card – which will ensure wider opportunities are provided to access the increasing portfolio of leisure facilities.
Social inclusion / engage and consult communities			x	
Equal opportunities for the whole community	x			The new Athletics Track in particular at HV Leisure – will enable such disability clubs as ‘Surrey Wheels for All’ cycling club will be able to expand to meet local demand – giving greater opportunities for the local community to access appropriate facilities.
Contribute to Woking’s pride of place	X			Investment in facilities contributes to the overall ambition of the council with regards Health and Wellbeing of its residents and gives a clear signal about the importance that the council places on investment in cultural and leisure in making Woking a place in which people want to live, work and play.