

### Health & Leisure – Oct 2017

#### Priorities of the Portfolio

- Service outcomes for the community
- Living within our means
- Working with others to achieve more

#### Performance

The largest element of the Portfolio is the Council's Leisure Centres, which at £17.77 of £163.36 annual band D Council tax, is the second largest Council Service. A particular challenge to the leisure centres is the ability to mitigate annual employee pay increases, especially as it has the largest headcount, at over 120 FTE's. The rest of the Portfolio includes smaller services, namely the net income from Dibden Golf centre, and the annual grants to various Community groups, reviewed annual by the Council's Community Overview Panel.

The Health & Leisure centres continue to perform well. In terms of participation, visits to the centres continue to increase with approximately 7,600 members, an increase of over 500 from 2015/16 and 1.65 million total visits each year. The customer satisfaction rate is 97%. The district also performs well in the Sport England Active Lives survey and teen Active membership has increased by 32.3%.

The project for the development of the gym and spin studio at Ringwood is progressing well and will bring Ringwood up to the standards of our other centres, enabling the portfolio to increase business and income in a very competitive market. This has led to an 8.7% increase in demand for memberships over the 12 months to May 2017. Income has grown by 3.1% from 2015/16 to 2016/17, and Net Operating Cost has decreased from £739,930 to £419,317 during the same period.

During the last 12 months, the Health and Leisure Service has completed a management restructure which is now bedded in, and has also reviewed gym instructors in order to reduce costs and make the role more relevant to the business. In addition, a service review is underway to challenge existing delivery arrangements, and to maximize outcomes for the Council and for customers.

Across the portfolio, work has been underway to improve customer service and ease of access to information and services. In 2017, an improved app was released, which costs less and has improved functionality over the previous app. In an average week, over 14,000 bookings or transactions will be made through the app, and over a 14 day period the app received almost 42,000 hits. Combined with the existing website, this has resulted in a 20% reduction of booking phone calls compared to the same period last year.

The Public Health Partnership is strong in the district and the Portfolio plays a pivotal role in promoting physical activity. Our Active Lives GP referral scheme saw 718 patients in 2016/17, an increase of 25.7% from 2015/16.

#### Challenges

The Council once again had to identify significant savings in setting the 2017/18 budget to help mitigate a £1.8m reduction in government determined funding in comparison to 2016/17. A further reduction in funding of £1.7m is expected in just 2 years to 2019/20, whilst cost increases over the same period based on a 1% pay award are forecast at another £1.7m. The Council's future plans must address this major financial challenge and ensure the Council's strategic objectives are aligned to resources available.

The highest risk identified for the portfolio is in supporting the cost of 5 health and leisure centres whilst meeting the health and wellbeing needs of our communities. It will be key to fundamentally review and challenge our existing delivery model to maximise outcomes for both our customers and the council in the longer term.

Leisure also exists in a broader market, and therefore the service has to be operated in a business-like manner and be able to compete in a competitive and fast-moving market in order to maintain and grow market share. Using ICT effectively and recruiting and retaining a skilled workforce will continue to be part of the challenge.

There is likely to be increased demand for leisure facilities over the next decade and investment, building capacity and business development will be a challenge given funding reductions.

An increasingly elderly population at risk of falls and social isolation, a need to tackle physical inactivity and areas of low household income and child poverty all present challenges for the portfolio in achieving its aims.

There are also challenges around implementation of the national living wage and changes to pay bands which will financially impact this portfolio more than most.

#### Corporate Requirements

- Undertake reviews and key activities as identified in the corporate plan (delivery plan) to improve services for our customers and meet the budget shortfall, including an increased focus on collaborative working.

#### Key Activities

- Fundamental review and challenge of existing health & leisure arrangements to maximise

outcomes for the council and the customer in the longer term

- Refurbishment and redevelopment of Ringwood health and leisure
- Establishing a health and wellness 'brand' for the service
- Pilot scheme in conjunction with CCGs to increase Physical activity in people with diabetes, pre-diabetes and hypertension

## Supporting Information

In support of this plan the following documents are available:

- 1) The Portfolio's Performance Scorecard
- 2) Summary of Net Portfolio Spend