

APSE Sport & Leisure Seminar

Rebuilding a Future for Local Authority Leisure

2 November 2023

Harrogate's journey & offer

- Rising costs & reducing income
- Realignment with council objectives & priorities
- Review of services & facilities
- Diversity & strength in facilities & people



Designing, launching & expanding a LATCo

Determining factors:

- Efficiency & Effectiveness
- Control v Influence

Invest to save:

- Facility investment & development partner
- Company set up costs

Appointment of Managing Director:

- Support company set up & facility development programme
- Produce company strategy & business plan
- Configure team & back office support service arrangements

Bold/ brave company strategy:

- Vision, mission, values & behaviours
- Company leadership structure & recruitment
- Workforce/ organisational development plan (*the Brimhams way*)
- Themed approached to planning & performance management

Revitalise & Reinvent Company Strategy 2023



Our vision

A healthier more active population living longer more independent & happier lives.

Our mission

We help people to move more and live well & feel great!

Our aims

1. To reduce the proportion of the population that is physically inactive
2. To contribute to reducing health inequalities & particularly obesity in the local community
3. To be sustainable by taking a balanced approach to accessibility, affordability & commerciality in operating leisure services, whilst delivering an excellent customer experience





Future planning & building resilience with a Unitary County

- Contract transfer April 2023
- Change in Board arrangements
- Strategic Leisure Review
- Leadership arrangements in lieu of longer-term model
- Change in back-office support service arrangements
- Whole system development opportunities
- Selby leisure service contract

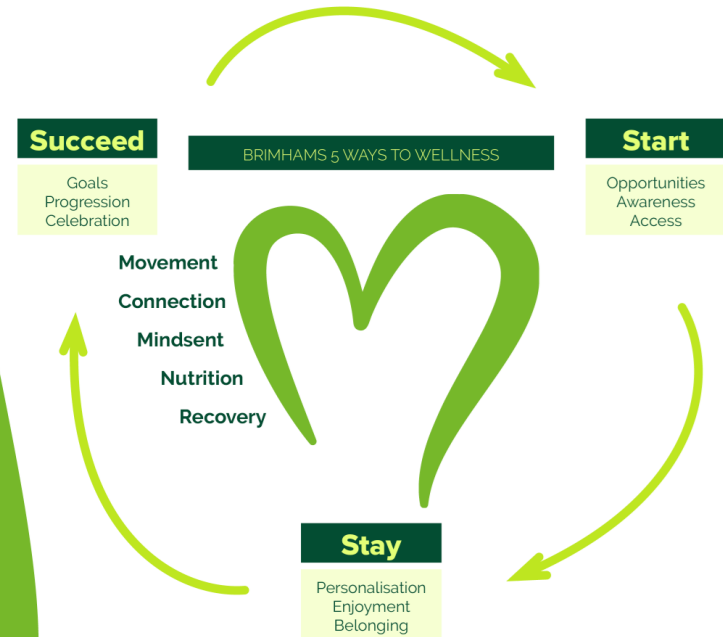
Indications of success

- Software systems
- New facilities
- '5 ways to wellness'
- Quest & Water Wellbeing
- Contract expansion
- Participation & income

Our Service Design Principles and Journey

We will:

- Design and promote services that are accessible and make it easy for people to start
- Design services that suit the widest variety of needs and help people develop positive habits so they remain committed to staying with us
- Design services that educate and empower people to become the architect of their own journey to optimise their health and wellbeing, and so they can experience self-directed success



What worked well

Facility Investment Programme



Jack Laugher Leisure and Wellness Centre

Phase one opened March 2022, comprising of a six lane **25m pool** with **sauna/steam experience** to replace Ripon Spa Baths and extended dry facilities, including a **re-equipment gym**. Phase two will open in early 2024 and will include a sports hall, two large groups exercise studios and a dedicated group cycling studio

Harrogate Leisure and Wellness Centre

Opening late summer 2023, a complete refurbishment of The Hydro to maintain its **excellent aquatics facilities**, adding a **sauna/steam experience**, a **new look cafe experience** and providing **extended fitness suite** and **group exercise facilities**, including a **dedicated group cycling studio**

Knaresborough Leisure and Wellness Centre

Opening late summer 2023, a new facility to replace Knaresborough Swimming Pool comprising of a **six lane pool plus activity pool** with a **flume**, a **sauna/steam experience**, a **gym with a large group exercise studio** plus a **dedicated group cycling studio** and a **cafe**

Fairfax Wellbeing and Community Hub

It is anticipated that internal reconfiguration will provide a **new studio and meeting space** for exercise and community group activities

The investment programme has a focus on introducing modern energy efficiency measures to contribute to ambitious carbon reduction goals.

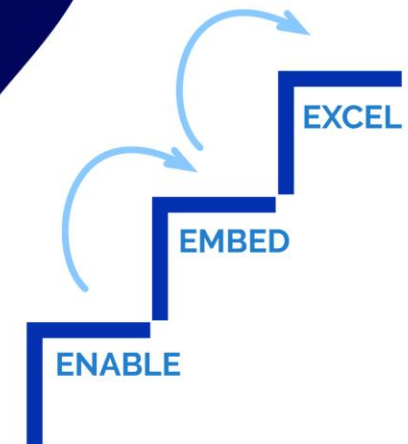
- Investment programme & development partner
- Managing Director appointment & reporting
- VAT efficiency decisions
- Finance Director appointment
- Employee terms & conditions
- Board arrangements & development
- Executive & leadership team configuration
- Leadership development programme
- Establishment of LATCo network

What we might have changed

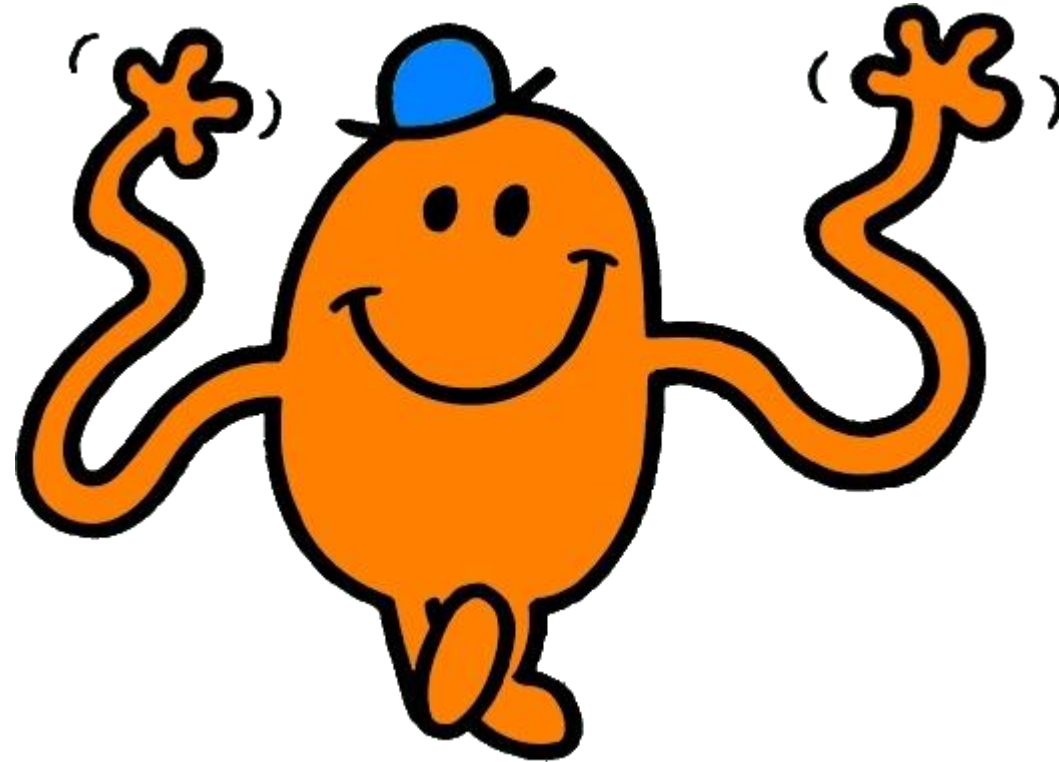
- Target phasing & pace of change
- Support service arrangements
- Bespoke policies & procedures
- Scheme of Delegation
- Project management resource
- OD plan & leadership development programme

The Phased Journey to Achieve our Goals

Beginning in 2021, over a four year period we will make progress through the phases of enablement, embedding and excellence, we will initially build the capability and capacity to **enable** new ways of working, then we will **embed** and further develop these ways of working before we progress to achieving **excellence** in service delivery and outstanding outcomes.



Question and opportunity



Happy to take your questions



For More Information

www.brimhamsactive.com

