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<b>REPORT TO:</b>	<b>ETWALL JOINT MANAGEMENT COMMITTEE (JMC)</b>	<b>AGENDA ITEM: 8</b>
<b>DATE OF MEETING:</b>	<b>26<sup>TH</sup> JANUARY 2009</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY SERVICES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>CHRIS MASON 5794</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>STRATEGIC DIRECTION OF THE JOINT MANAGEMENT COMMITTEE</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ETWALL, HATTON, NORTH WEST PARISHES, WILLINGTON &amp; HILTON</b>	<b>TERMS OF REFERENCE: HCS08</b>

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## **1.0 Recommendations**

- 1.1 That Members approve the approach identified in the report as the appropriate way forward for the strategic and operational management of the new facility.
- 1.2 That significant reviews be undertaken, by not later than January 2010 of the options available for the future management of the new facility and the ongoing administrative support provided to the JMC.
- 1.3 That Members' approve, in principle, the draft Head of Terms for the new facility contained within the report
- 1.4 That Members give officers of both the School & the Council, in conjunction with the Chair & Vice Chair of the JMC, authority to work up the detail of the agreement prior to re-submission to the JMC for final approval.

## **2.0 Purpose of Report**

- 2.1 To set out the reasons for the above recommendations.

## **3.0 Executive Summary**

- 3.1 Good progress is being made with the capital works and it is now time to fully resolve the strategic & operational management issues that are still outstanding. In many ways the broad principles have already been agreed by the JMC. This report though sets out a timescale for a number of important issues to be addressed and puts detail on the likely main elements in a revised JMC agreement.

## **4.0 Detail**

### **Background**

- 4.1 At the meetings of the 9<sup>th</sup> July 2007 & 15<sup>th</sup> October 2007 this Committee made a number of important decisions in terms of the strategic & operational management of

the Centre in the move towards and, in the short term, following the move to the new facility.

4.2 At the 15<sup>th</sup> October 2007 meeting the JMC resolved:

*'That the current arrangements for the JMC and the operational management of the Centre be kept in place during the transition to the new facility'.*

*'That, in discussion with key stakeholders, the JMC agreement be modernised to reflect the likely different arrangements for managing the new facility'.*

The meeting also reaffirmed a number of decisions made at the meeting on the 9<sup>th</sup> July 07. These also included:

*That the JMC would remain the reporting body for the duration of the works.  
That the importance of keeping the existing management team in place during the transition was recognised.*

*That given the uncertainty over the future of built leisure facilities generally in the District it was agreed to leave the current management arrangements in place until there was a greater certainty about the impact of other likely developments*

4.3 We are now significantly advanced from the position agreed at the two meetings referred to above particularly with regard to the new facilities being scheduled for completion in July of this year. It is therefore appropriate to review the situation and, in particular, agree broad Heads of Terms for a revised Joint Management Agreement

## **Strategic Management**

4.4 The uncertainty over built facilities at the time referred to the possibility of new facilities being built in the Swadlincote urban area and of including any future management arrangement for these as part of a package with the new facilities at the John Port School site. This offered the prospect of significantly greater value for money if there was a larger package of work to go to the market place with. In proposing and agreeing the way forward there was also a recognition that 12 months of operating the new centre would also give us a significantly greater understanding of operating costs and income generation. To seek alternative methods of managing the Centre without this knowledge would be an uncertain basis for obtaining value for money. This is particularly the case with something like NNDR were at time of writing there is still uncertainty about the likely level of expenditure.

4.5 However, it is recognised that when the time comes to look at options for the future management of the Centre there are a number of possibilities that should be subject to a detailed options appraisal by the JMC. These would include:

- Seeking bids from private sector management companies
- Establishment of, or management by, a trust
- Establishment of a company limited by guarantee
- Continue with the in house management arrangement

4.6 With all of these options there will need to be a management body in place, comprising representatives of the key stakeholders, that establishes these arrangements and, just as importantly, oversees the strategic direction & operational performance of the Centre. There is also a need, at least in the short term, for a representative body to be in place to, amongst other things, continue to act as the

employer of staff. There is therefore a need to agree the Heads of Terms for this new body so that an agreement can be in place prior to the opening of the new facility

- 4.7 In the meetings that have taken place to consider the time requirements of the key stakeholders it was made clear that this was the time to look at options for how the JMC was administered. Currently, the Council undertake the administration of the JMC and the staff employed by the JMC. These responsibilities include legal & personnel support, payroll management & the management & organisation of JMC meetings. While it is recognised that the level of these central establishment costs needs to be kept under review the present wasn't the appropriate time for doing this. It is therefore suggested that a review of the administrative side of the JMC be undertaken alongside the options appraisal (referred to in 4.5 above) no later than January 2010.
- 4.8 As part of the agenda for this meeting the JMC will be considering reports on a wide variety of important issues. The report, seeking approval in principle to the proposed revenue model, will form a major part of an updated and modernised JMC. The other major factor that Members are already aware of that will shape a revised agreement is the withdrawal of the County Council from the agreement.
- 4.9 Annexe A contains draft Heads of Terms for the revised JMC. The emphasis, compared with the current arrangement, is to move the JMC away from involvement in direct operational issues towards one of strategic objective and performance target setting. It is also recognised, in some areas, that there is a need to establish some form of mechanism to oversee the more 'day to day' operational matters and it is intended that a smaller 'operational group' be established as part of the new structure. Members' comments on the draft Heads of Terms are sought.

## **5.0 Financial Implications**

- 5.1 There are no direct financial implications arising from this report.

## **6.0 Corporate Implications**

- 6.1 From a Council perspective delivering new leisure facilities in the northwest parishes of the District is a key Corporate Objective

## **7.0 Community Implications**

- 7.1 The new leisure centre will be an important and strategic facility in a fast growing area of the District.

## **8.0 Conclusions**

- 8.1 It is imperative now for all parties to agree on & have a clear understanding of the direction being taken regarding the future management of the new facilities. It is also important that the future challenges facing the partnership are recognised and that a timetable is set to fully address these at the appropriate time. This report seeks to do this.

## **9.0 Background Papers**

- 9.1 Minutes of JMC meetings from 9<sup>th</sup> July 07 & 15<sup>th</sup> October 2007