



**Ealing, Harrow and Brent Leisure**

**Shared Service**

**Contract Governance and SLA Agreement**

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CONFIDENTIAL  
DRAFT

## DISTRIBUTION LIST

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Roger Jones	Ealing Council - Director of Environment and Leisure	Sign-Off
Ian McNicol	Harrow Council – Interim Head of Libraries and Cultural Services	Feed Back
Chris Bunting	Ealing Council – Assistant Director Leisure	Feed Back
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Emily O'Hare	Ealing Council - Policy Officer	Feed Back

## VERSION CONTROL

Issue No.	Date	Author	Reason for Amendment
01	04/01/2013	David Lillicrap	Draft for Review
02	10/01/2013	Pauline Lawrence	Updated to include feedback from Brent and Harrow

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## 1 INTRODUCTION

### 1.1 Introduction

In order to deliver the maximum cash benefit from a move to single contracts for Leisure provision across the three boroughs; and Libraries Provision across Harrow and Ealing; the options for sharing common functions have been considered throughout the development of the joint procurement.

An options paper in March 2012 recommended an approach for operational management of the Joint Contracts, with current Heads of Service remaining in place, with each borough managing a functional specialism(s) for other boroughs. Steering committee agreed that this recommended approach should be developed further to a formal proposal on the structure to support the shared model.

Following further development, the following allocation of accountabilities was developed:

- Ealing to lead on Leisure Contract Management, across three boroughs
- Each borough will retain responsibility for their own sports development teams. (Subject to on-going review)
- Harrow to lead on Libraries Contract Management for Ealing and Harrow

This proposal was presented to Steering Committee in July 2012, they agreed that this structure will be recommended to Cabinets and Executives in February and March 2013, alongside the recommended decision on successful suppliers for the Leisure and Libraries Contracts.

This paper documents the Service Level Agreement (SLA), between the boroughs that will underpin the Lead Borough management of the Contractor for the Leisure Contract

### 1.2 Purpose

The purpose of this document is to ensure that all required elements are in place to provide effective shared contract management of the Leisure Contractor.

The goal is that the Senior Officer in the three boroughs agree the documented SLAs as the agreed service provision between the boroughs.

The objectives of the SLA are to:

- Provide a clear and unambiguous statement of what the Customer Boroughs can expect from the Service Providing Borough
- Present measures of the Services that will be provided to ensure that performance to the SLA can be tested
- Ensure that there is a match between the expected services and the planned service delivery

### 1.3 Scope

The scope of the SLA *includes* the management of the contract to provide Leisure services. A full list of in scope facilities is listed in Appendix A.

The scope of this options review *excludes* the following:

- Management of retained Sport Development functions (Subject to on-going review)
- Parks Services
- Ealing Management of retained in-house leisure provision
- Brent Bridge Park Leisure Centre
- Willesden Sports Centre



## 2 THE AGREEMENT

### 2.1 Agreement Overview

This agreement represents a Service Level Agreement (SLA), between the following Parties:

- London Borough of Ealing (Service Provider) and London Borough of Harrow (Customer) for provision of Contract Management for Leisure Services
- London Borough of Ealing (Service Provider) and London Borough of Brent (Customer) for provision of Contract Management for Leisure Services

### 2.2 Periodic review of SLA

The SLA will be reviewed annually, as part of the annual contract review processes. The review will cover all aspects of the SLA e.g. Performance, Staffing, Finance etc. The service level described, anticipates a higher level of interaction with the contractor in the first year of operation of the contract.

### 2.3 Individual Borough Sovereignty

At Member and Senior Officer level, policy and strategic matters will remain with each borough. The level of Member engagement with the responsible officer and contractors will remain unchanged, this is captured in the Service Agreements, below.

### 2.4 Responsibilities of Head of Service / Assistant Director (Lead Officer)

The responsible officers in all three boroughs will retain ownership of the strategic direction of the Boroughs Leisure Services.

In all three boroughs, The Heads of Service / Assistant Directors have responsibilities that are broader than the scope of the Leisure contract. The Heads of Service / Assistant Directors will retain the responsibility as Lead Officer for Leisure for their borough; owning the subject matter strategy for their service.

The Customer Borough will ensure that all staff and facilities are handed over to the Contractor on first day of contract; and will resolve any Staff Transfer issues identified after go-live.

The SLA is owned in the Customer Borough at Head of Service Level, any additional dissemination of information to Directors, Board and Cabinet / Executive; will continue to be undertaken in a similar manner to current processes and procedures.

### 2.5 Development of Strategic Partnering

Ensure that any arrangements or evolving requirements with regards to Public Health Services are integrated into the Contract for each Borough

### 2.6 Contract Mobilisation

It is anticipated that during the first few months of the new contractual arrangements being in place, there will be additional resources needed to manage exceptions and incidents. This additional resourcing is outside of the scope of this SLA and the additional resources will be provided by the impacted borough. Arrangements for the Contract Mobilisation are covered in the implementation plan.



## SERVICE AGREEMENTS

### 2.7 Service Agreement - Leisure

The following Table Details the services that will be provided by London Borough of Ealing; for the Leisure Contract.

Service Area	Service Level Description	KPI
Management of Mobilisation process, staffing and facilities	Each borough will provide additional resources for mobilisation (pre and post contract start date)  Outstanding and on-going issues and actions post mobilisation; the Service Provider will manage the completion of these activities.	N/A
Meetings with Supplier <b>Monthly</b>	Meeting to review monthly performance report and key issues with each authorities' AO	Minimum 10 meetings per annum with documented agendas and action plans
<b>Quarterly</b>	To include progress towards the Annual Service Plan actions and forward planning to include key projects and Fees and Charges	Minimum 3 meetings per annum with documented agendas and action plans
<b>Annual</b>	To include overall performance review and service plan review	Meeting within 6 weeks of end of period
Review of Supplier Metrics and management information	Provision of metrics/ performance indicators and monthly report in advance of monthly operational meeting	As agreed at contract award
Site Visits and Inspections	Unannounced visit by Client Officer including walk around and inspection with Centre/Duty Officer to include performance measurement of; cleaning and housekeeping, health and safety, maintenance, staff training, customer satisfaction, facility presentation	Minimum 10 visits per annum at larger facilities and 4 per annum at smaller facilities; actions arising from inspection reports provided by Client Officer to be completed within x days; additional inspections will be undertaken to deal with specific issues.
Preparation and submission of Reports to Client  <b>Key issues report</b>	  As and when required, dependent on severity/priority of	  Priority 1 – within 2 hours

Service Area	Service Level Description	KPI
<p><b>Monthly performance report</b></p>	<p>incident/issue, to include incident management and health and safety</p> <p>Monthly report on performance to Senior Management in digest format with summarised headlines for individual borough service. This will need to highlight trends and see if they are localised or replicated across both areas. This will be in a standardised format with detailed and verified usage data visits, issues, IT usage, events, failure to open/provide service, IT outages, maintenance issues, PPM, customer complaints, number of member complaints dealt with</p>	<p>Priority 2 – within 24 Hours Priority 3 – within 48 hours</p> <p>Completed report submitted to Client within 2 weeks after end of calendar month</p>
<p><b>Quarterly progress report</b></p>	<p>Progress towards Service Plan actions</p>	<p>Completed report submitted to Client within 2 weeks after end of relevant quarter</p>
<p><b>Annual Report</b></p>	<p>To include significant financial milestones, review of performance against key performance indicators and targets;</p>	<p>Completed report submitted to Client within X weeks after the end of each Agreement year</p>
<p><b>Preparation of Reports for Members</b></p>	<p>Initially report bi-annually to members (moving to annually after Year 1). Actual presentation to be undertaken by Customer Head of Service</p>	<p>Completed report submitted to Client by agreed due date</p>
<p>Preparation and submission of Plans to Client</p> <p><b>Annual Service Plan</b></p>	<p>to include action plans for Sports Development, PPM, Marketing and Programming, Improvement and innovation, Partnerships, HR, Financial, Pricing and Memberships, ICT, Health and Safety</p>	<p>Completed plan created and agreed within specified timescales</p> <p>Action plan arising annual service plan implemented in full</p> <p>% of KPI's achieved against target of 90%</p>

Service Area	Service Level Description	KPI
Rectification	<p>In the event of consistent under-performance by the contractor, to develop a performance improvement plan and manage the Contractor through to completion of the improvement plan.</p> <p>Trouble shoot, co-ordinate and resolve blockages and obstacles to contract delivery on client side to ensure delivery of contract</p>	Assurance that contract delivers to specification and tender submission.
Scrutiny reports Area/Ward Forums	Prepare reports for Customer Head of Service and attend meetings at Customer site	Reports completed within specified timescales
Assurance <b>Health and Safety</b>	<p>Ensure that H&amp;S certificates are in place</p> <p>Ensure that H&amp;S certificates are in place and not expired</p> <p>Fire certificates in place and not expired</p> <p>Gas and Electricity safety certificates in place and not expired</p> <p>ICT Security (covering firewalls and anti-virus) software maintained to most up to version</p> <p>Health and Safety Plan and lead officer at each site</p> <p>Formal review process</p> <p>Recording and monitoring of accidents and incidents</p> <p>Asbestos Management Plan</p>	100% of required certificates in place
<b>Asset Management and sustainability</b>	<p>Energy Consumption</p> <p>PPM</p> <p>Green Travel Plan</p>	<p>EMAS standards achieved and maintained</p> <p>% reduction in utilities use against agreed targets</p>
<b>Maintenance</b>	Ensure all maintenance issues are handled in a timely manner	



Service Area	Service Level Description	KPI
Quality	<p>and do not affect opening to the public. In particular, if either borough retains any maintenance functions, to ensure smooth relationships between maintenance provider and service provider. Agree process with Customer for funding of projects over £5K</p> <p>Integrated Management System developed</p>	<p>Client Officer inspections and external audit of PPM works and plans</p> <p>Achievement of Quest Entry or Plus and ratings as per spec</p> <p>IFI</p> <p>IIP</p> <p>National Benchmarking Service</p> <p>Service Improvement Plans</p>
Member Enquiries	Research the enquiry and provide a draft response to the Senior Officer of the relevant borough.	With XX Days – in line with Borough procedure
Customer Complaints	Investigate the complaint and provide a draft response to the Senior Officer of the relevant borough.	With XX Days -in line with Borough procedure
Dispute Resolution	Supplier/Customer	TBC



## Resourcing

Specialism	Current Resources	Planned Resourcing
<b>Leisure Contract Management</b>	<ul style="list-style-type: none"> <li>• Harrow – 1 x Client Manager</li> <li>• Ealing – 1 x Contract Manager; 1 x Contract Officer</li> <li>• Brent – 0.5 x Contract Officer (vacant)</li> </ul>	<ul style="list-style-type: none"> <li>• 1 x Client Manager</li> <li>• 2 x Client Officers</li> </ul>

## 2.8 Payment Schedule

The following table outlines the payments between Boroughs

Service Provided	Description	Payment
Contract Management of Leisure Services Contract to Harrow	3 x Leisure Centres	TBC
Contract Management of Leisure Services Contract to Brent	1 x Leisure Centres	TBC

## 2.9 Other



## APPENDIX A – FACILITIES IN SCOPE OF THE SLA

The Leisure SLA scope includes ten Leisure Centres and associated community sports and leisure services:

On commencement of the Agreement in June 2013:

- Northolt Leisure Centre (Ealing Council)
- Perivale Park Track (Ealing Council)

On commencement of the Agreement (following expiry of the current leases and management agreement), in June 2013:

- Harrow Leisure Centre (Harrow Council)
- Hatch End Swimming Pool (Harrow Council)
- Bannister Outdoor Sports Centre (Harrow Council)

From 1st November 2013, following expiry of the current lease and management agreement:

- Vale Farm Sports Centre (Brent Council)

From 1st May 2014 on opening of new Acton Town Hall building:

- Acton Town Hall Leisure Centre (Ealing Council)

From 1st October 2018, following expiry of the current lease and leisure management agreement:

- Gurnell Leisure Centre (Ealing Council)

From 1st November 2018, following expiry of current dual use management agreements at:

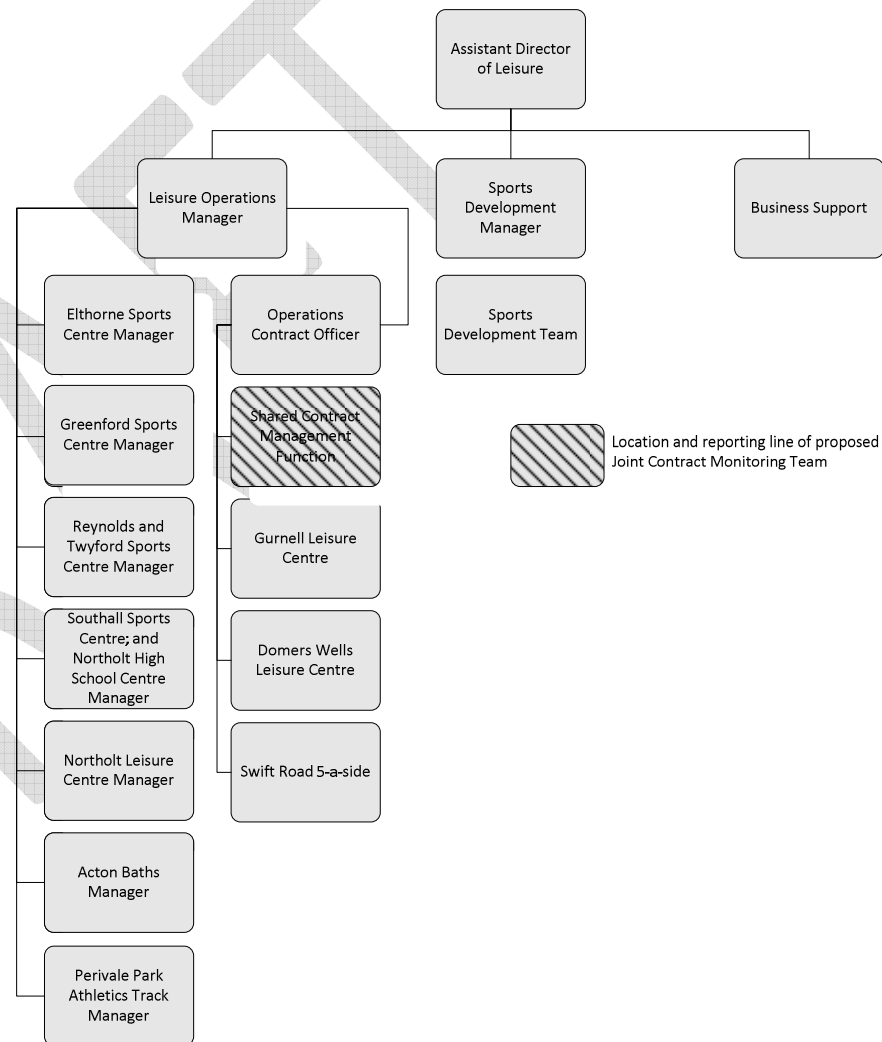
- Dormers Wells Leisure Centre (Ealing Council)
- Swift Road Outdoor Sport Centre (Ealing Council)

TBC - LBE Provisional Sites

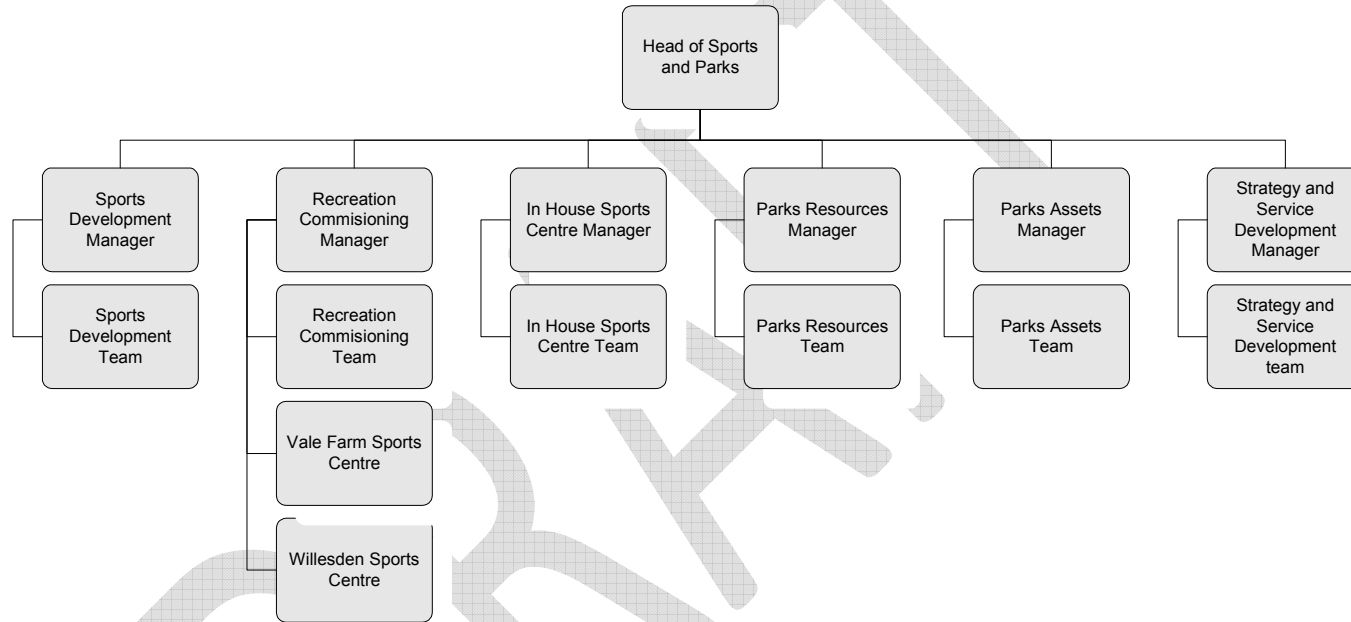
- Southall Sports Centre
- Twyford Sports Centre
- Elthorne Sports Centre
- Northolt High School Sports Centre

**APPENDIX C – STRUCTURE CHARTS**

**C1 Active Ealing Structure (Part of Leisure Services)**



**C2 Brent Leisure Structure**



**C3 Harrow Libraries Structure (Includes Accountability for Leisure Contract)**

