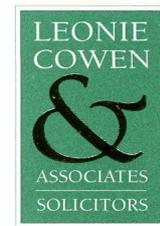


## CASE STUDY

### The procurement by Selby District Council of a partner to deliver its leisure services



#### History and procurement process

- In 2008/9 Selby District Council ('Selby') in North Yorkshire sought a partner to deliver its in-house leisure facilities and other leisure services because although much valued these were unaffordable.
- After a competitive procurement process a contract was entered into with Wigan Leisure and Culture Trust ('WLCT').
- Key points were:-
  - a partner who shares the Council's values and delivers high quality services but at lower cost;
  - 10 year contract for the facilities and services (with a possible 5 year extension) based on a modern partnership approach (and supported by appropriate leases);
  - a best value approach to performance management;
  - WLCT is actively involved in supporting local-level community groups and developing leisure activities which meet fills gaps in provision;
  - a refurbishment of the main facility, Abbey Leisure Centre ('ALC') with additional cosmetic work (at WLCT's expense).

#### What happened next!

- Unfortunately, in February 2012 fire destroyed much of ALC. Supported by WLCT, Selby moved swiftly to secure alternative dry-side facilities.
- However, ALC included the only community pool in Selby, so (after careful thought) Selby decided to replace ALC with a new facility, Selby Leisure Centre ('SDC').
- SDC has been built from Selby's reserves with the benefit of a grant of £2,232,000 from Sport England. It will open in the spring of 2015 and will include:-
  - 6 lane, 25m and learner pool to ASA and Sport England standards;
  - a unisex pool village changing room with group and inclusive facilities;
  - informal pool viewing areas to ground and mezzanine floors;
  - health and fitness centre providing up to 100 stations;

- flexible multi-purpose activity space suitable for large class activities;
- dry changing facilities to support the multi-purpose hall and outdoor facilities;
- refurbished all weather pitch suitable for hockey
- an efficient mechanical and electrical design strategy incorporating proven energy saving technologies such as combined heat and power and heat recovery.
- Terms were agreed for management of Selby Leisure Centre by WLCT whereby:-
  - Selby has achieved a significantly reduced revenue cost for the new facility because of the design facilitates efficient operation and management whilst also generating increased utilisation and revenue;
  - WLCT will be given an extended contract for the full 15 years.

### **Conclusion**

- A competitive procurement which is delivered in the spirit of partnership delivers the most successful outcome.
- Designing a procurement process which can deliver the right outcome is essential. The approach, process and documents must focus on service outcomes as well as cost saving and the quality : cost matrix has to be designed to achieve a sustainable outcome.
- This project demonstrates how a partnership between a local authority and a charitable social enterprise brings enormous added value for the community as well as delivering cashable savings.

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*Note: I would like to thank Selby and WLCT who have agreed to let me publish this case study. Whilst I have taken into account the views of those who have contributed, I take full responsibility for its content.*