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## ICT Steering Group – Leisure contract management

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### Revision History

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### Approvals

This document requires the following approvals:

<b>Title</b>
ICT Steering Group

### Distribution

This document has been distributed to:

<b>Name</b>	<b>Title</b>
ICTSG members	
Stuart Winslow	Sports and Leisure Manager
Dave Adcock	Business Analyst

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# 1 Business Problem Analysis

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This section seeks to describe the issue to be addressed by the project. It consists of two parts, Business Problem and Business Opportunity. When completing this section is advisable to only complete one section depending on whether you are trying to resolve an existing problem or are looking at a new opportunity. For example, a new income generation scheme would be a business opportunity rather than a business problem.

## 1.1 Business Problem

The Council is in the process of identifying an external partner to operate 6 leisure centres (4 WDC owned facilities plus 2 dual use sites at Myton School and Kenilworth School) from 2<sup>nd</sup> June 2017. The contract is based on the operator delivering services as detailed in the Service Specification. This document stipulates a series of KPIs, reporting schedules, and expectations in terms of service quality that the Council will require the operator to adhere to.

The contract has been constructed to promote a “partnership” approach with the intention that contract monitoring is not unduly complicated or time consuming for the Council’s small client team that is being recommended. The client team will comprise the Sports and Leisure Contract Manager and the Sports and Leisure Contract Officer, who, alongside other non-contract responsibilities, will be monitoring contract performance for the leisure centre contract and the golf contract.

The business case seeks approval to develop an integrated ICT solution that will provide a single depository for data from the operator in respect of KPIs, contract performance reports, other reports as required by the specification (ie H&S reports, User Satisfaction reports, QUEST reports). The ICT solution will also provide a solution to collect information from client site visits in the form of a hand held device that will automatically download information to a single point.

Whilst officers recognize that the intention is that the contract monitoring will be “light-touch”, there is also the recognition that this is a significant contract for the authority, and that robust monitoring with a clear audit trail is required in order to demonstrate to Councilors and senior management that the contract is being well managed and the requirements of the Service Specification are being adhered to.

The contract is due to commence on 2<sup>nd</sup> June 2017, but it is hoped that mobilization meetings will commence in Feb/March 2017 once the contract has been awarded.

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## 2 Preferred Solution

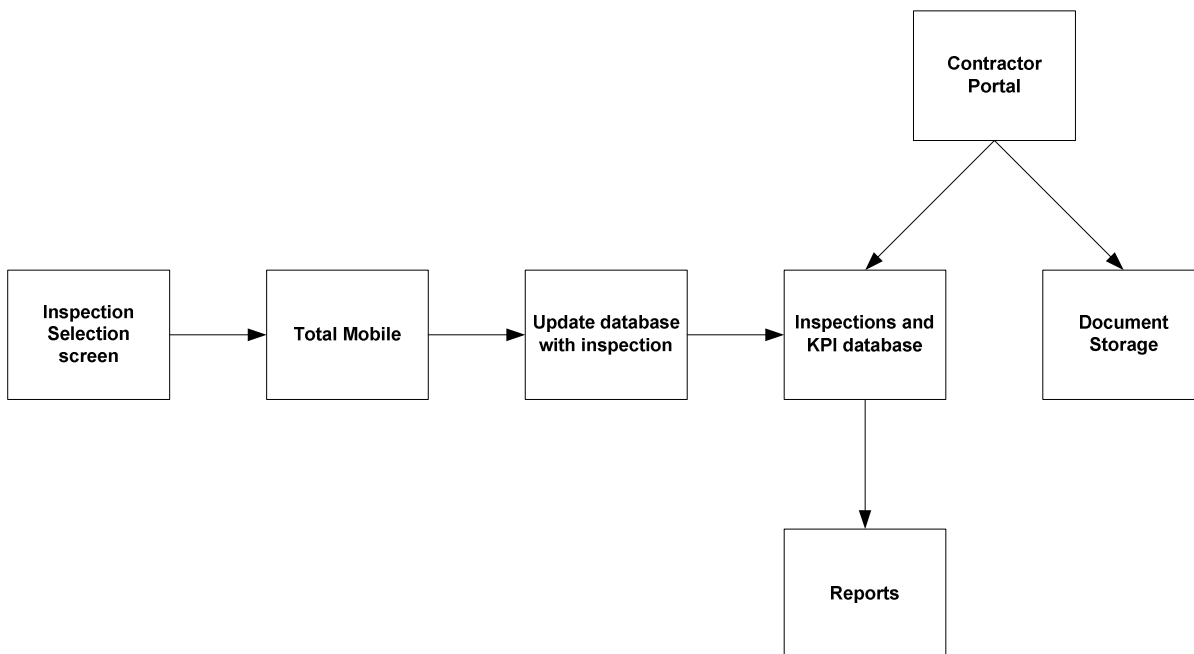
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This section provides details of the Service Area's preferred solution, its benefits, costs, feasibility, risks and issues.

### 2.1 Solution – Leisure Centre Contract Management System

#### 2.1.1 Description

The portal will allow the contractor to report their KPIs either as a set of numbers (total visits per month per centre) or as a set of documents (such as the annual Health & Safety assessment). The TotalMobile part of the system will allow the WDC contract monitoring team to inspect the centres and record the results.



Although new TotalMobile (TM) forms will need to be set up, other parts of the TM system will re-use software that has already been written. The Document Storage module will re-use existing software and will also store WDC authored papers such as the minutes of contract meetings. Discussions with ICT suggest that neither APP nor ActiveH are suitable for this purpose.

The Inspections and KPI database is based around a list of all the leisure centres, contracts and contractors. It will store KPIs per centre per month (such as footfall) as well as per contract (income and expenditure). The database will also index the document store.

The system design will allow other leisure facilities (managed inhouse or contracted out) to be added later.

Crystal Reports will be used for data analysis.

## 2.1.2 Benefits, Goals and Measurement Criteria

See the Business Problem identified above.

Category	Benefit	Value
Financial	<ul style="list-style-type: none"> <li>New revenue generated</li> <li>Reduction in costs</li> <li>Increased profit margin</li> </ul>	N/A
Operational	<ul style="list-style-type: none"> <li>Improved operational efficiency</li> <li>Enhanced quality of product / service</li> </ul>	Not possible to identify hours saved – but is based on having a system that allows a small client team to monitor and manage the contract effectively with existing resources. A single point for all the contract documentation is seen as a more effective way forward than a series of Word documents, spreadsheets and ad hoc reports.
Customer	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Increased customer retention</li> <li>Greater customer loyalty</li> </ul>	Effective contract management will allow the Council to ensure customers and Councillors that the contract is delivering services to the standard required by the Council. This will have a financial impact on the operator and on the Council through the “profit share” model included in the contract.
Staff	<ul style="list-style-type: none"> <li>Increased staff satisfaction</li> </ul>	Provides the tools for the new team to undertake effective contract management.

NB: The benefits listed above are examples only and the boxes should be modified to describe the projects actual benefits. All quantifiable benefits listed must be supported by current performance figures.

## 2.1.3 Digital Benefits

Description	Value
<p>How many citizens will the project benefit?  <i>For example, does the project only benefit council tenants, people with parking permits or users of one of our facilities? Where theoretically a service could be used by anyone in the district, actual usage figures should be used.</i></p>	<p>Attendances at leisure centres:            467,233 (2014/15)</p>
<p>How many transactions does the business process deal with?  <i>For example, a particular business process may have 5,000 customers annually, but as they are required to contact the service quarterly, they therefore generate 20,000 transactions annually.</i></p>	<p>The transactions will be in terms on contract data rather than customer transactions:</p> <ul style="list-style-type: none"> <li>21 KPIs (reported monthly)</li> <li>Quarterly reports (3)</li> </ul>

	<ul style="list-style-type: none"> <li>• 6 monthly User Forum reports</li> <li>• Annual reports (3)</li> <li>• Annual Maintenance Plan</li> <li>• Annual Fees &amp; charges proposals</li> </ul>
What is the average current duration of the process from service request to completion?	N/A – new function

#### 2.1.4 Costs and Funding Plan

Capital Costs	Amount
<ul style="list-style-type: none"> <li>• Initial software purchase – not required</li> <li>• Data gathering – not required</li> <li>• New hardware – propose to use hand held device from H&amp;PS (1 only)</li> <li>• Temporary additional resources - not required</li> </ul>	N/A (we already own the TotalMobile platform)
<b>Total</b>	
Revenue Costs	Amount
<ul style="list-style-type: none"> <li>• TotalMobile Software license costs for <b>2</b> users (could be £0 if we are able to re-use 2 of H&amp;PS existing licenses)</li> <li>• TotalMobile Support costs for <b>2</b> users – reduced price if we can re-use one of H&amp;PS licenses (could be £150 in total if we can re-use 2 of H&amp;PS existing licenses which are based on 10% of the license price)</li> <li>• Mobile device and data contract x 2 users</li> </ul>	£750 per licensed user (one off cost)  £150 per license per year (20% of license price)  Devices cost £295.21 each when connected to O2's 3g network with 3Gb data for £9.00 per month on a 24 month contract.
<b>Total</b>	<b>£1045.21 per user one off cost</b> <b>£258 per user annually</b>

For both the capital and revenue amounts identified above, please indicate how the funding will be made available.

Funding Source	Amount	Notes
Licence costs – new client code 4500 subjective	£9/month	Budget allowance made which will cover this cost
One off costs – fund from new client code 4500 subjective	£1045 per user	To be reflected in new budget for 2017/18 only – currently being confirmed

### 2.1.5 Risks

Summarise the most apparent risks associated with the adoption of this solution.

Description	Likelihood (1 – 5)	Impact (1 – 5)	Mitigating Actions
Insufficient time available to WDC officers pre-contract to get the system fully functioning for the start of the contract	2	3	Early start to discussions with ICT (Oct 2016)

To complete this section thoroughly, it may be necessary to undertake a formal Risk Assessment. To reduce the likelihood and impact of each risk occurring, clear ‘mitigating actions’ should be defined.

### 2.1.6 Issues

Summarise the highest priority issues associated with the adoption of this solution

No.	Issue - Description
1	Identifying time from Contract Manager and Contract Officer to test and implement for start of contract

### 2.1.7 Assumptions

List the major assumptions associated with the adoption of this option.

No.	Assumption - Description
1	Council award a contract to an external operator in early 2017
2	Employment Committee approve new Sports & Leisure structure at meeting on 14 <sup>th</sup> December 2016

## 3 Implementation Approach

This section not only requires the service area to understand its business objectives, but to clearly understand the scope of the activity. In doing so, consideration should be given to the ‘digital design



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principles'. Special consideration should be given to whether all the customer transactions for a specific process should be in scope. For example, if a process deals with 10,000 transactions annually, of which 8,000 are identified as easy to deal with, then perhaps this is sufficient for the scope of the project.

### **3.1 Outline Project Scope**

- Create a database for collation of data from the sources detailed above in 3.1.1
- Implement Total Mobile for client officers
- Agree standard reports to be generated
- Understand opportunities for integration with operators ICT solutions once operator appointed
- Consider further opportunities for the system to be extended to handle monitoring of the Golf contract and other contracts across the Council where appropriate

### **3.2 Service Area Resources**

Please use this section to describe how the service area is going to produce the necessary capacity to deliver the project. Specific consideration should be given to:

- Project Manager (Cultural Services) – Stuart Winslow
- Design authority – Stuart Winslow (supported by ICT/Dave Adcock)
- Testing – Stuart Winslow/with Contract Officer when appointed - during mobilization phase of contract
- Training for new client team and admin staff in Culture as appropriate
- System owner – Sports & Leisure Contract Manager

### **3.3 ICT Services Resources**

- Application Support Analyst (Developer)
- Business Analyst

Having had initial discussions with ICT (Tass Smith & Dave Adcock) the suggestion is that the solution is a relatively simple “product” which is based around a single database that is the repository for the data from a number of sources.

At the initial meeting it was proposed that the next actions were as follows:

- Total Mobile form design – SW to liaise with DA
- KPIs to be confirmed – SW to conform with DA
- Confirmation of standard reports that will be required – RW/SW to confirm

Subject to approval by ICTSG it was agreed that work could commence in the near future which would allow the solution to be designed and functional by the mobilization period with the operator (Spring 2017)