

Report of: Head of Active Leeds

Report to: Director of City Development

Date: 10th February 2020

Subject: Access Control Systems - 33058\000\000

Are specific electoral wards affected? If yes, name(s) of ward(s): Garforth & Swillington, Pudsey, Armley, Middleton	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- The purpose of this report is to request authority to spend £200k on improvements to access at Garforth, Middleton and Armley and Pudsey leisure centres.
- It is proposed that the receptions are refurbished to provide:
 - Self-service check-in points
 - Access control points
- The combined result of these improvements will be to:
 - Contribute to promoting self service to our customers
 - Reduce queues at receptions
 - Allow staff time to look after customers specific needs
 - Prevent tailgating and card swapping
 - Increase safeguards as there will be a log of users accessing the centre
 - Increase income by ensuring correct payments are made for using the facilities

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

Improving public facilities in leisure centres makes the centres become more user friendly and welcoming, thereby opening access to a wider range of people who may feel vulnerable or unable to access the sites, supporting the Best Council Plan outcomes of:

- Enjoy happy, healthy, active lives – by enabling access to the leisure centres
- Enjoy greater access to green spaces, leisure and the arts

These in turn support the Council priority for 2019 of reducing health inequalities and supporting active lifestyles

3. Resource Implications

- The projects will cost a total of £200k from funding injected to code 33058\000\000.

Recommendations

- a) The Director of City Development is recommended to approve authority to spend £200k on access control improvements from cost centre 33058\000\000.
- b) The Head of Active Leeds will be responsible for its implementation.

1. Purpose of this report

- 1.1 The purpose of this report is to seek approval to spend £200k on the delivery of a number of reception improvements across the leisure centre portfolio.

2. Background information

- 2.1 The service is making great strides in developing customer experience at leisure centres, with the development of new centres such as Holt Park, Morley and Armley Leisure Centres. There has been further investment in to reception/gym areas across a number of centres. There are also plans underway for the Capital Development works as outlined in the Vision for Leisure and Wellbeing Centres.
- 2.2 Alongside these improvements, the physical and digital side of the business continues to be improved with a new app, digital support in the gym, improved digital marketing and a new website which has allowed the service to make great strides.
- 2.3 However one of the key aims of the service has to ensure that continually increasing customer expectations are matched by our facilities/services. At present our customers will be able to enjoy their online experience, but this doesn't currently extend to their offline experience. When they arrive at a leisure centre most sites

still provide a very traditional offer and there are a number of improvements available to enhance the customer's experience.

- 2.4 The Active Leeds service has had £200k injected into capital code 33058\000\000.
- 2.5 The purpose of this report is to seek authority to spend £200k to develop self-service receptions at Garforth and Pudsey leisure centres.

3. Main issues

- 3.1 The service is making great strides in developing customer experience at leisure centres, with the development of new centres such as Holt Park, Morley and Armley Leisure Centres. There has been further investment in to reception/gym areas across a number of centres. There are also plans underway for the Capital Development works as outlined in the Vision for Leisure and Wellbeing Centres.
- 3.2 Changes implemented have already witnessed a positive impact on the service. The introduction of access lanes to Morley Gym has seen a 6% increase in recorded usage in the first 6 months. This increase is brought about by customers being unable to tailgate through the lanes and also prevents the pass back and sharing of cards. We're already seeing a physical difference in the lower number of customers in the gym. This is freeing up more space and removing issues of overcrowding, a key issue at Morley with regards to membership retention.
- 3.3 The introduction of the lanes has also improved the customer experience. Not having to queue at reception at peak times has removed those frustrations and improved access to gym equipment can increase customer satisfaction. Freeing up receptionist time is also allowing staff to deal more effectively with customer enquiries, so customers receive best advice and support. The improved offer is also allowing Morley to better compete with the new JD Gym (South) and has assisted in minimalising the impact to the business of a big budget gym provider coming into the area. We know that there is a clear correlation between customer experience / satisfaction and we hope that as this improves, so will income.
- 3.4 In addition to Morley, new access control systems have been installed at Aireborough and Holt Park leisure centres. The service is monitoring the impact of these installations.
- 3.5 One of the key aims of the service has to ensure that continually increasing customer expectations are matched by our facilities/services. At present our customers will be able to enjoy their online experience, but this doesn't currently extend to their offline experience. When they arrive at a leisure centre most sites still provide a very traditional offer and there is scope to develop customer experience.

Therefore new access controls are proposed at:

Garforth Leisure Centre new access control on reception

Pudsey Leisure Centre new access control on reception

Middleton Leisure Centre new access control on reception and gym

Armley Leisure Centre new access control to gym

- 3.6 An example of access control is shown in the background documents.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Senior Management team for Active Leeds has been consulted as to the sites and agree the ones selected are in need of urgent improvements.
- 4.1.2 The Executive Member for Environment and Active Lifestyles has been consulted and agrees with the need for the proposed improvements to the selected sites.
- 4.1.3 Garforth & Swillington, Armley, Middleton and Pudsey members have been consulted and are aware of the proposals.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Equality impact has been considered and a screening carried out, with a conclusion that a further equality impact assessment is not required.
- 4.2.2 The access control systems will have a wider lane to assist accessibility and making the new receptions will be accessible and easier to use

4.3 Council policies and the Best Council Plan

- 4.3.1 Improving public facilities in leisure centres makes the centres become more user friendly and welcoming, thereby opening access to a wider range of people who may feel vulnerable or unable to access the sites, supporting the Best Council Plan outcomes of:
 - a. Enjoy happy, healthy, active lives – by enabling access to the leisure centres
 - b. Enjoy greater access to green spaces, leisure and the arts
- 4.3.2 These in turn support the Council priority for 2019 of reducing health inequalities and supporting active lifestyles

Climate Emergency

- 4.3.3 The use of technology in receptions reduces the need for additional paperwork.

4.4 Resources, procurement and value for money

- 4.4.1 The project will cost £200k, including contingencies. This is split as follows:

Garforth	£45,474
Pudsey	£39,424.00
Middleton	£65,000 (est)
Armley	£35,000 (est)
Services for 4 sites	£9,016
Kiosks for 2/3 sites	£6,000.00 (est)
Total	£199,914.00

to Spend on this scheme	£000's	2017 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
TOTALS	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2017 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0					100.0	100.0
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
TOTALS	0.0	0.0	0.0	0.0	0.0	100.0	100.0
Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2017 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's
LCC Supported Borrowing Lottery	0.0 0.0		0.0	0.0	0.0	100.0	100.0
Total Funding	0.0	0.0	0.0	0.0	0.0	100.0	100.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0

4.5 Legal implications, access to information, and call-in

4.5.1 This is an administrative decision and as such is not subject to call in.

4.6 Risk management

4.6.1 As highlighted in the recent customer satisfaction survey, and from experience in leisure centres, to do nothing will result in the continued decay of the Council leisure centres and therefore the continued reduction in user numbers and income for the Council.

4.6.2 The works will protect income and enhance the facilities for users. Ultimately this scheme is aimed at retaining our current customers, by ensuring the quality of the provision – both through the equipment provided and the suitability for the service requirements. These developments will in turn allow us to grow our customer base off the back of customer referrals.

4.6.3 Turnstiles are likely to stop people using the services for free and allow the service to more closely monitor usage patterns, and are predicted to grow income by 5% at each venue it is installed.

5. Conclusions

5.1 By investing £200k, two of the Council's leisure facilities will be improved in order to retain current users and attract future users.

6. Recommendations

6.1 The Director of City Development is asked to approve the expenditure of £200k from cost centre 33058\000\000 on self-service receptions.

6.2 The Head of Active Leeds will be responsible for its implementation.

7. Background documents¹

7.1 Access control system at Aireborough Leisure Centre

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



