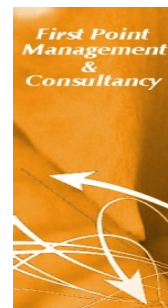


Year 1 – Transformation Progress Report of Actions & Recommendations from the Long-Term Operating Model for One Leisure



First Point Management & Consultancy Limited

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Introduction

One Leisure embarked on a transformation journey in early 2023 with the appointment of an experienced leisure professional as Interim Head of Service. The transformation began with a systematic review of service delivery in order to increase participation, reduce operational subsidy and move the service towards financial sustainability including a review of the delivery model.

Background

The Independent Review of the Long-Term Operating Model for One Leisure was commissioned and undertaken by First Point Management & Consultancy in autumn 2023. A series of recommendations were proposed as part of the Independent Review and subsequently endorsed by the Council in March 2024.

The table below illustrates the key milestones within One Leisure since May 2023 to date.

2023			2024			2025	
May Interim Head of Leisure Appointed	June Built Facilities & Playing Pitch Strategies Endorsed	September Independent Review of One Leisure commences	March Independent Review of One Leisure Endorsed	November Huntingdon LC – RIBA Capital Investment Priorities (Options) Complete	December Huntingdon LC – RIBA Stage 1 Feasibility Study Commence s	April Huntingdon LC – RIBA Stage 1 Feasibility Study Approved	May Year 1 Progress Review Completed

Transformation Performance Summary

The Dashboard below provides a performance summary of 22 actions and recommendations from the Independent Review of the Long-Term Operating Model as indicated below. In total 15 actions/recommendations have been completed (c. 68%);

5 remain in progress and span more than a single year (c. 23%), whilst 2 (c. 9%) have not been progressed, primarily due the pending implementation of Local Government Reform (LGR).

68%	Complete
23%	In Progress
9%	Incomplete

In addition, it should be noted that One Leisure has negotiated and reached an agreement with the Sawtry Academy Trust (part of the wider Cambridge Meridian Academy Trust) to manage and operate leisure facilities at Sawtry. This included the re-opening of the swimming pool with capital funding to replace essential plant and equipment having been secured through the Community Infrastructure Levy (£360k) and contributions from both Huntingdonshire District Council (£180k) and Sawtry Academy Trust (£60k).

The swimming pool is scheduled to re-open in Spring 2026 once the installation of new plant and equipment has been procured and installed.

Performance Dashboard

Action	Status	Comment
The immediate short term delivery model for the Council's leisure function should be an adequately resourced and empowered Transformed In-House service.		In April 2024, the Council approved the recommendation from the Independent Review of the Long-Term Operating Model for One Leisure to continue with the in-house delivery model. One Leisure is adequately resourced and supported by the Council as it continues with its service transformation.
Review the membership architecture to provide enhanced customer choice and invest in digital innovation to improve the customer journey.		Completed and approved by Cabinet in March 2024.

Determine the senior management arrangements within One Leisure, necessary to lead and drive service transformation.		A permanent appointment was made to the Head of Leisure role in September 2024.
Establish a set of Transformation Design Principles and an Outcomes Framework for the service.		Staff workshops and stakeholder engagement took place in March/April 2025. Senior Officer and Councillor consultation to be scheduled for July/August 2025 and report completed by September 2025.
Produce or commission a financial plan to accompany the Indoor Built Facility Strategy and Playing Pitch Strategy to conclude that stage of work.		High Level indicative Financial Plan completed for key priorities. Huntingdon Sport & Health Hub currently at RIBA Stage 1 (April 2025); all other leisure centres to have RIBA Stage 1 completed in 2025/26 – 2026/27.
An Early Market Engagement exercise should be undertaken in parallel to the commencement of the Transformed In-House service, to provide assurance to the Council as part of due diligence and help inform future arrangements.		This is currently on hold and should be considered as part of the broader LGR discussions re: leisure provision within the new authority.
Upon the conclusion of the Early Market Engagement exercise and the Terms & Conditions Audit, re-evaluate the Local Authority Trading Company option and market solution.		Currently on hold. It is recommended that this is considered as part of LGR implementation.
Implement the proposed staffing structure and the associated specific actions:		Completed May 2024.
The proposed staff review should be progressed commencing with an Equality Impact Assessment in respect of staff potentially impacted by the review		Completed in December 2023.
➤ Develop a comprehensive stakeholder engagement plan to support the review.		Completed. The stakeholder engagement programme has been

		identified as an exemplar by the TU and Employee Representative Group (ERG) for the Council and to be adopted corporately.
➤ Establish a cohesive and resourced plan to deliver the staff review in conjunction with internal business partners.		Plan developed and successfully implemented (December 2023 – May 2024).
➤ Develop a key outcomes framework that provides clarity of task and targets for the service and staff.		Incorporated within job roles and as part of the corporate Workforce Strategy within Personal Development Reviews (launched in April 2025).
➤ Develop a Learning & Development Plan that supports career progression and delivery of service objectives.		Staff have access to CIMPSA training and accreditation as presented to Employment Committee in February 2025.
➤ Develop a robust stakeholder communications plan that addresses both staff and customer communications on all relevant aspects of the change process to ensure business continuity.		Communication Plan developed and implemented. All staff regularly updated with FAQs on a weekly basis and through staff engagement sessions.
➤ Consider developing a set of design principles underpinning the staff review and any subsequent transformation phases.		Staff workshops and stakeholder engagement took place in March/April 2025.
➤ Develop a contingency plan within the 2024/25 budget planning process to reflect any potential implementation delays and subsequent impact on delivering the projected efficiency target.		A contingency plan was developed, however not required due to progress with the restructure and a positive trading position.
➤ Undertake a post project implementation review to assess if the proposed change has met its objectives and produce lessons learned document to support on-going improvement.		Review undertaken and reported to Employment Committee (February 2025).

Develop a structured approach to effectively engaging with the Cambridgeshire & Peterborough Integrated Care System that creates opportunities for One Leisure to broaden its delivery of health improvement interventions.		Head of Leisure, Health & Environment is engaged with and regularly meets with NHS/ICS and is exploring a co-located service at Huntingdon Sport & Health Hub.
Develop an Aquatic Strategy that sets the future direction of swimming and water-based activity.		Completed February 2025. Final element to be concluded with Head of Leisure, Health & Environment and Swim England re: wider club engagement.
Commission decarbonisation feasibility studies across the One Leisure estate.		Work is on-going with HoS/ wider Council colleagues aligned to capital development options and feasibility work for all facilities.
Develop a programme of feasibility studies for potential capital investment schemes across the leisure estate aligned to the Indoor Built Facility Strategy, Playing Pitch Strategy and commercial opportunity.		Prioritised programme developed. Minor schemes completed at St Ives and St Neots with other schemes to follow in 2025/26 (Huntingdon and Ramsey). Major investment scheme for Huntingdon Sport & Health Hub is being progressed and is at Feasibility Study and Initial Concept Design stage (RIBA stage1), this was presented to Cabinet in April 2025. Work in progress to develop options/feasibility studies across all other leisure facilities in 2025/26 – 2026/27.
Review and manage the delivery of the proposed 3-year Action Plan.		On-going (see overall summary of progress of Year 1).



Conclusion

Overall, the performance and ongoing transformation of One Leisure continues to be good and the trajectory towards increased participation and financial sustainability remains positive and is very encouraging.

Good progress has been made on potential major capital investments into the leisure estate, these are major projects for One Leisure with the proposed Huntingdon Sport & Health Hub at RIBA Stage 1 and all other sites due to follow during 2025-26. Developing a robust leisure capital programme will be important in light of the pending implementation of LGR.

In addition, securing capital funding and operational agreements to re-open and manage the swimming pool and leisure facilities at Sawtry is a significant achievement, with refurbishment and mobilisation taking place in 2025-26 with a view to reopening in Spring 2026.

However, it remains important to continually monitor progress and strive for continuous improvement across all aspects of service delivery wherever possible. It is recommended that for consistency, independent annual reviews are commissioned to assess and report progress and performance.